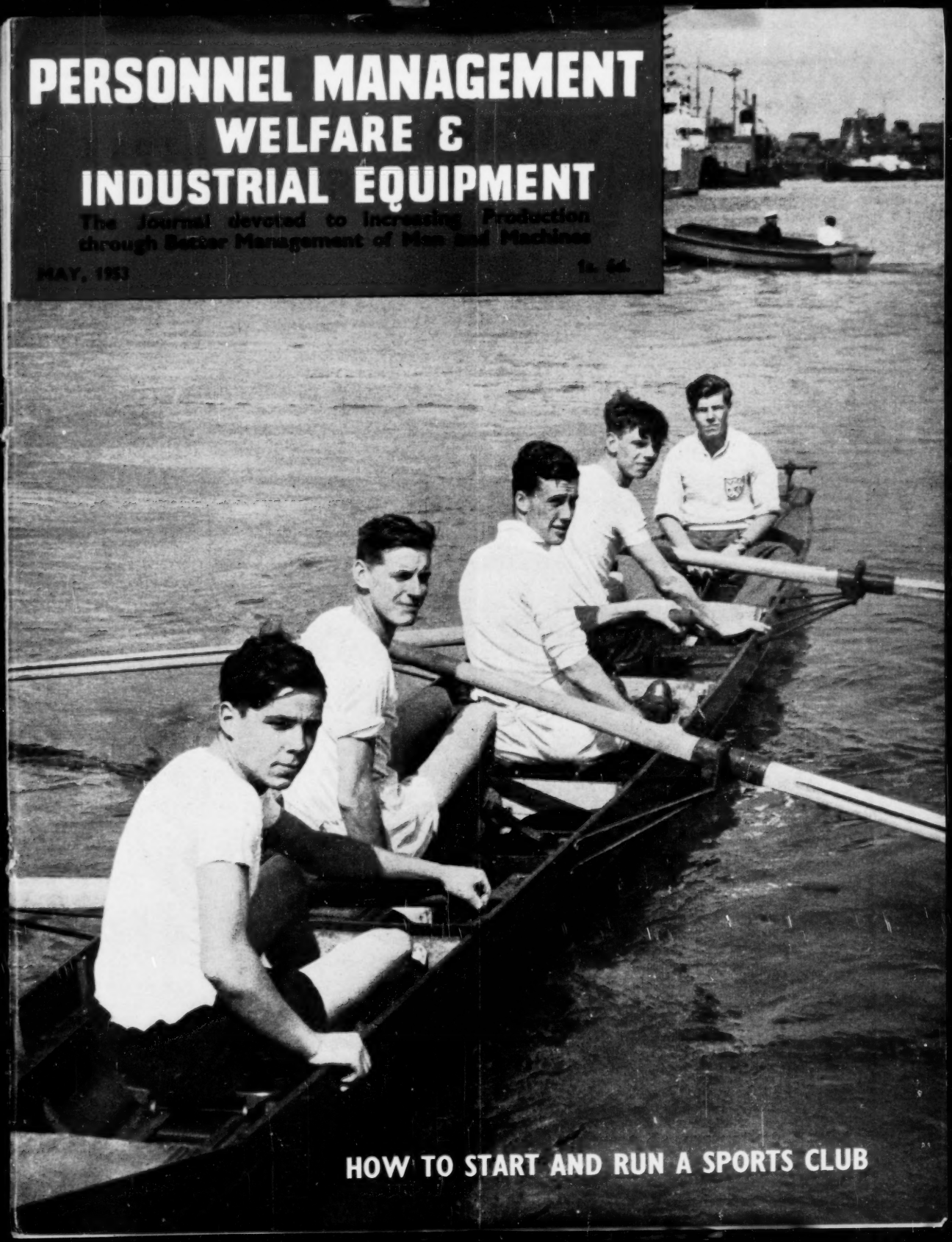
PERSONNEL MANAGEMENT
WELFARE & INDUSTRIAL EQUIPMENT

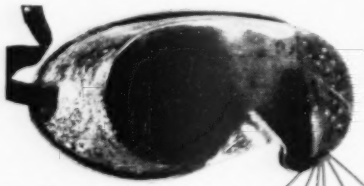
The Journal devoted to Increasing Production through Better Management of Men and Machines

MAY, 1953 1s. 6d.



HOW TO START AND RUN A SPORTS CLUB

"PANORAMA" REGD. for 1953



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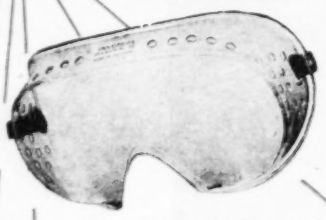

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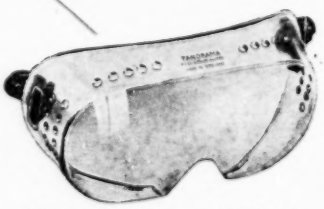

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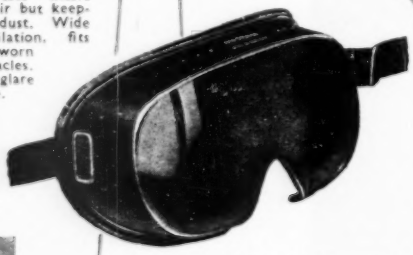

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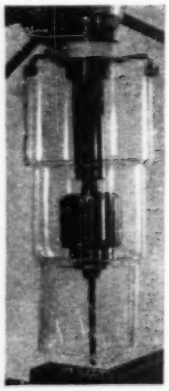

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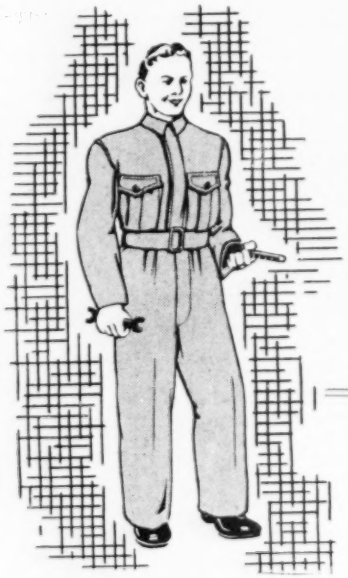

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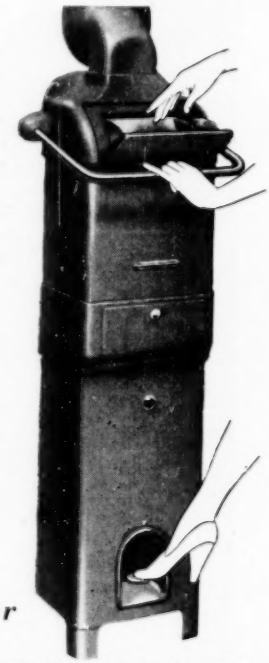

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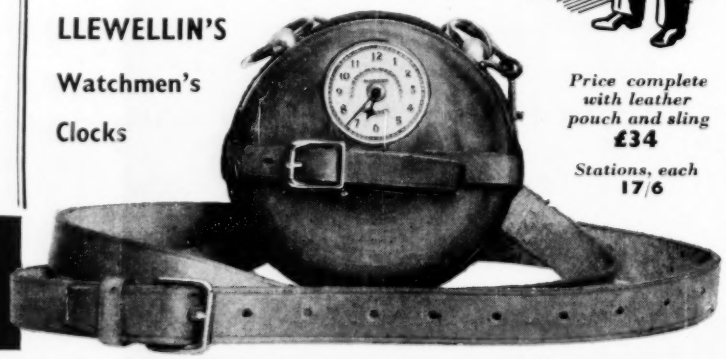

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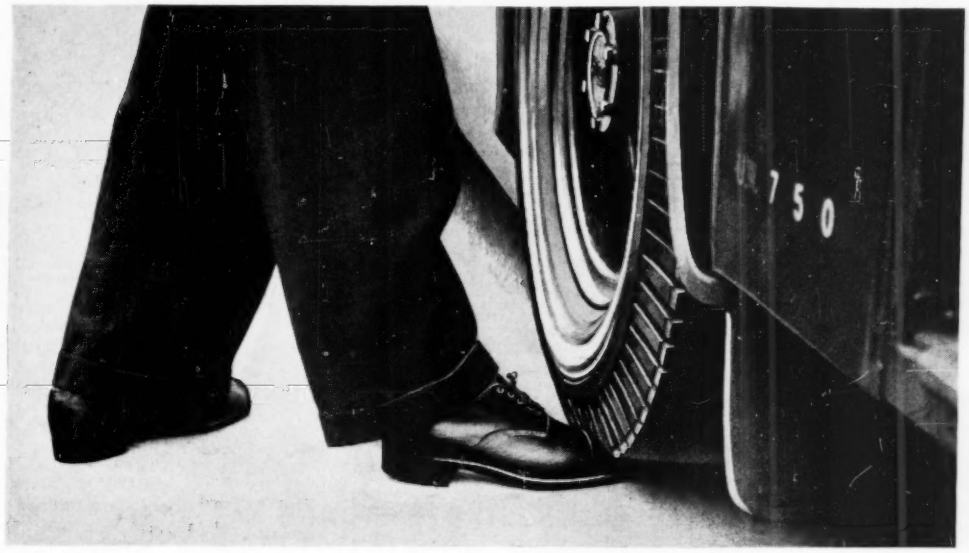

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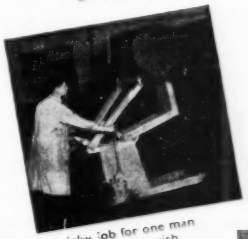

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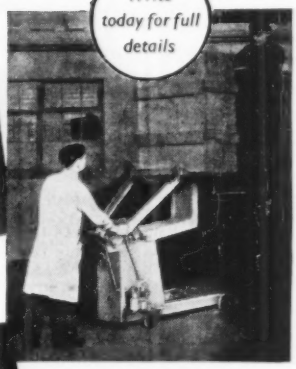

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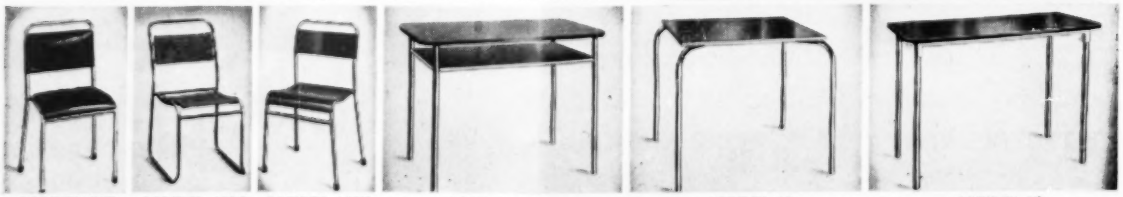

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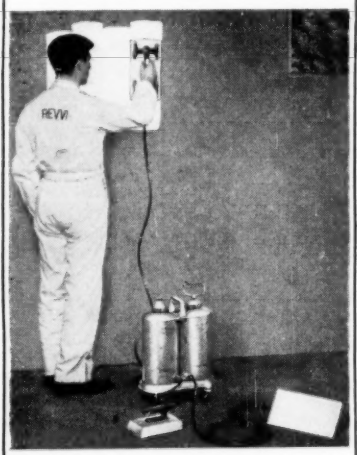

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PERSONNEL MANAGEMENT WELFARE AND INDUSTRIAL EQUIPMENT

CONTENTS FOR MAY, 1953

MANAGEMENT OF PERSONNEL

HOUSE MAGAZINES CAN RAISE PRODUCTIVITY ... *DENYS HAMILTON* 490

MANAGEMENT THROUGH THE SUPERVISOR'S EYES
Was This Shop Steward Over-zealous ? ... *"DISCUSSION LEADER"* 491

INDUSTRIAL EQUIPMENT AND MANAGEMENT

PREVIEW OF Ro.S.P.A. INDUSTRIAL SAFETY EXHIBITION 507

EQUIPMENT THAT RAISES OUTPUT: Welfare ★ Canteen 510

WELFARE, TRAINING AND HEALTH

HOW TO START A SPORTS CLUB ... ... *COLIN STOUT* 485

PLANNING THE SPORTS GROUND ... ... *A. F. SMITH-PETERSON*, *Vauxhall Motors' Recreation Club* 486

HOW TO START A PENSIONS SCHEME ... ... *F. P. LOWTHER*, *Associate Editor, Policy Insurance Weekly* 488

SAFETY AND ACCIDENT PREVENTION—CIVIL DEFENCE

ELIMINATING UNSAFE DIE-CASTING METHODS ... *W. M. HALLIDAY* 497

ORGANISING THE WORKS FIRE BRIGADE ... ... *HENRY ALLEN*, *Safety Officer, Pest Control Ltd.* 499

CANTEENS AND CATERING

THIS CANTEEN IS A SHOWPIECE ... ... *ERIC PALMER* 504

NEWS AND READERS' SERVICE

CURRENT PERSONNEL AND PRODUCTION PRACTICE DIGEST 493

PERSONNEL NEWS BULLETIN 501

SUMMARY OF OFFICIAL PUBLICATIONS 512

MANAGEMENT DIARY FOR MAY 514

Vol. 19, No. 156

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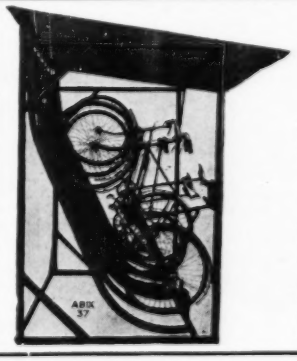

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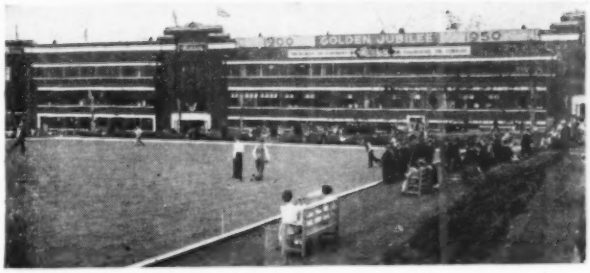
How To Start a Sports Club

By **COLIN STOUT** *Sports and Social Secretary of a medium-sized firm*

There is no limit to the benefits—for both management and employee—to be derived from a sports and social club. The author of this article, who founded his own firm's club five years ago, writes as both an expert and an enthusiast. He describes the steps to be taken once the decision to form a club has been made by management.



"WHY don't we have a sports club?

The same question may come from the managing director or the machine minder, but it may be asked for vastly different reasons.

Management may regard a sports club as a means of bringing the company into the public eye. On the other hand, they may feel there is something lacking in the firm and that perhaps a sports (and social) club would induce the right men and women to stay put. Or perhaps they just want to see their employees happy in work through happiness at play—which, of course, we hope is the real reason.

For his part, the machine minder wants his firm to have a sports club because he *needs* another interest—outside the job—to help him over the humdrum daily routine and the complexities of life. Many people want something more to do with their spare time than to spend it pottering around at home, going to the theatre or cinema, having a drink at the local, and so on, pleasant though all these activities can be in small doses.

What benefits can management expect to derive from the club? The answer is as clear as the price on a bus ticket. The worker would obtain satisfaction from participating in a group activity, pleasure in meeting his fellow employees in an altogether different environment from the usual, and opportunities of sharing experiences and of expressing his feelings in more profitable ways than going home and letting off steam to his nearest and dearest.

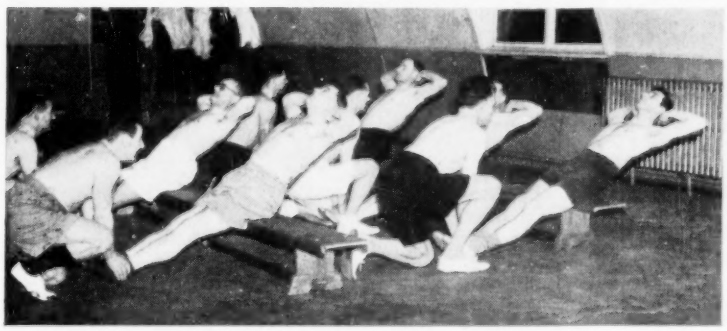
The result—a happier worker, with a greater willingness for work, pleased with the knowledge that his management do take an interest in him and are, indeed, human.

All right. Assuming that management have decided that a sports club is a desirable thing for the company to have, how do they set about starting one?

First, they must call a meeting of all those interested in the project. And the first thing they must do at this meeting is to find the right man to be secretary. He is the key man, and absolutely vital to the club's success. He must be something of a paragon. The good secretary has a flair for *serving* the community (even in his leisure time), he has character and personality, he can talk to management, foremen, canteen staff and office boy tactfully but firmly, and he has the answer to all the questions put to him. He is conversant with company policy and can foresee the attitude likely to be taken by management to any suggestion. He remains on good terms with management and factory staff alike (though at times this is really difficult). Finally, he is capable of coping with the almost impossible at less than short notice.

The secretary may be nominated by the management, elected by the club members or, if the job is to be done to the best advantage, employed full-time. In a small firm, however, someone in the personnel department might combine the secretaryship with his ordinary work.

After the secretary, there comes the committee. Its chairman will preferably be a sensible, firm individual, and it should meet regularly. Some firms allow the sports club



Health of Vauxhall Motors employees has greatly benefited from P.T. in the sports club.

committee to meet in working hours. Some firms, too, include welfare in the duties of this committee, at whose meetings any matters relating to the safety, health, feeding and welfare of all the employees are discussed.

Stimulating Enthusiasm

One of the committee's early tasks should be to stimulate enthusiasm for the club throughout the factory. This can be done by advertisement and by word of mouth. The nucleus of keen and willing employees must be added to as quickly as possible. There is nothing worse than failure, owing to insufficient support, during the difficult initial stages of a club's life, and nothing more demoralising to those who have already pledged themselves.

Next, the committee must find out what sections are in most demand, and then form such sections. A survey of clubs both large and small has shown that the predominant activities in industrial sports clubs are:

Outdoor. Football, cricket, netball, hockey, tennis.

Indoor. Table tennis, billiards, darts, drama.

These sections are most popular with the worker, and are comparatively simple to run.

The club will probably be able to hire ground in a park or a school from the local authority for all outdoor games except hockey. Table tennis and darts require a small room only, while billiards can be played in a local billiard hall; proprietors will reserve tables for club use for a moderate fee. Drama, though popular, is not so easy to organise. Club committees should consider the matter very carefully before they embark on a drama section. Halls and equipment, too, are expensive to hire.

Social evenings, whist drives and dances are a "must." One of the objects of the club is to foster good will and *esprit de corps* among *all* the employees. A well-organised social evening—with wives, girl friends, and husbands present—helps enormously to this end.

Club members will choose their own activities in their own time, improving them and strengthening them and branching out into new activities as the club spirit grows. Though it is often found that a better and more solid club is the one where numbers are small, this must not deter organisers from expanding in every possible direction. The club should try to provide for the needs for everyone. With such a policy, there is no limit to the possibilities and the benefits to be derived from the sports and social club in industry.

If You Go In For a Sports Ground, Watch These Points

By A. F. SMITH-PETERSON

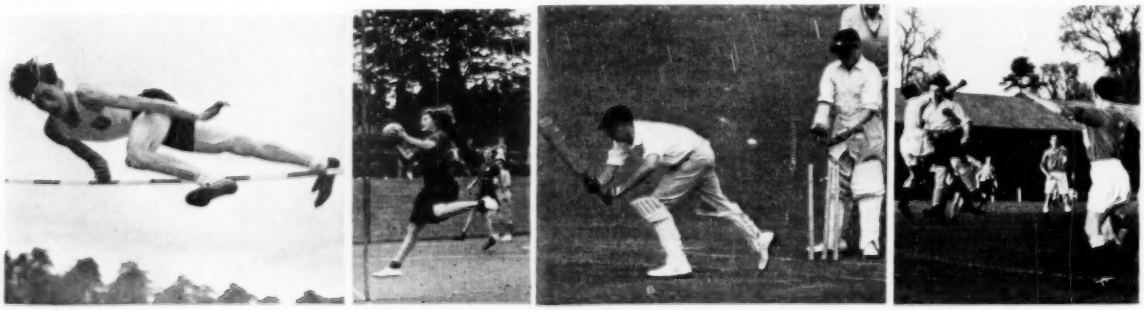
of Vauxhall Motors Recreation Club

Here, in brief, is some helpful advice for managements who are considering the provision of a sports ground for their workers. The golden rule is—bring those who will use the ground into the picture from the beginning.

AS the club gets bigger—perhaps as the company expands—more and more sports sections are added and existing ones get more members, until the pitches on public parks or on the rented field cannot accommodate the firm's sportsmen and sportswomen. There is an urgent need for a ground.

The thrust for a sports ground then, comes upwards, and it is, therefore, as well (once management have decided that there shall be a ground) that the potential users are brought into the talks right from the very beginning. They will have something to say about the site, almost certainly. The two commonest grumbles are that the club is either too near the works, or too far away from home. Ideally, from the point of view of such critics, the ground and its clubhouse should be half-way between the worker's home and the company!

Local bus routes, train services and so on should, however, have some bearing on the choice of land. A site should have easy access but not too many approaches, as that means paths inside the ground to cut down the playing area. If there is land adjacent to the factory which might be bought with an eye on future company development, these considerations will go by the board,



Most popular outdoor games in industry's sports clubs are football, cricket, netball, hockey and tennis. But, pleads Mr. Smith-Peterson, don't when planning your sports ground forget athletics—a real builder of character and physique. For those who cannot yet provide a ground, space in park or school playing fields can probably be rented from the local authority. When the time comes to purchase a ground, management, architect, sports ground constructors and club representatives should all have a hand in the planning.

although some screening poplars or high yew hedges might be as well. Sport always seems so much better when work is not in the immediate background.

Getting to know how many people will use the ground and what they expect from it will bring to light some useful data, which might be overlooked if the deliberations took place only between executives.

For instance, football teams playing in some leagues are expected to have an enclosed ground, and a full-size or nearly full-size pitch, while teams in junior leagues may be happy with a smaller pitch. Indeed, it may be best to keep them near the minimum size, as young week-enders can easily overtire themselves on maximum-size pitches.

Then the tennis club might have something to say. It could be that they are in a county league which expects grass courts, and long run-backs, but if the courts are used for general play, and for friendly matches, red brick dust hard courts with smaller surrounds might be better. If there are few tennis enthusiasts, of course, a couple of asphalt courts might be laid and that is all. This kind of court needs no maintenance, apart from repairs to nets and an occasional brushing.

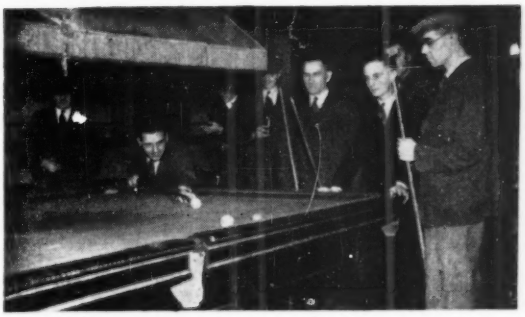
Encouraging Athletics

Athletics—a sport perhaps not encouraged enough in Britain as a character- and body-builder—is full of these details which, when known about, can save heart-breaks and headaches later on. Athletes are crying out for cinder tracks, but these might be too expensive for the small or average factory.

Most of the national associations are very pleased to advise on matters concerning their particular sport, and the National Playing Fields' Association is very helpful.

One cannot make hard and fast rules for sizes of ground in relation to pay-roll, but at a rough estimate 10 acres will give ample room for three playing pitches for soccer, rugby and/or hockey, six tennis courts, a bowling green and two cricket squares, and leave a margin for surrounds, clubhouse and so on. Just about right for an active club in a firm of 2,500-3,000 employees.

When all these facts are collected and collated, some idea of the size of ground, pavilions, clubhouse and other amenities needed will emerge. And then the necessary pruning will have to begin to keep within the budget.



After table tennis, billiards is best liked by factory sports club members. Until the clubroom is available, tables can be rented in a local billiards hall.

The clubhouse, naturally, will be the centre of the activities, and where possible some consideration will be given to housing all the "bits and pieces," like the bar, chess club, darts, billiards and so on which are sometimes distributed round the canteens, company showrooms, etc.

The Social Side

How pleasant to hold company dances, whist drives and all the social occasions, like the foremen's dinner and the departmental dances, in a central place fitted for such functions. Instead of having dressing room, W.Cs. and baths dotted about small pavilions, how much more efficient to keep them all together. *How much easier to collect all the equipment into one room, put a man in charge of it and to receive an inventory sheet at the end of the year.*

So often cricket pads and bats, athletic equipment and so on can be seen left in corners of pavilions. The right man could repair racquets and cricket bats, mend nets and even wash the football and rugby shirts so save the club and the players needless expense.

These are early considerations before anything goes on to paper, but they are vital to the future success of the sports ground. Vital to the success, not of the first, fine careless rapture, but of years and years of healthy and pleasant activity and *esprit de corps*. After these considerations comes all the wrestling with Town and Country Planning committees, local bodies for this and that, building licences, and even licensing authorities.

When these first assessments have been made, talks between the management, the architects, the sports ground constructors and sports club representatives should take place.

A practical book *The Planning, Construction and Maintenance of Playing Fields*, by Percy White Smith (Oxford University Press, 30s.) gives hints on choosing sites, what to look for in the choice of site, and such things as flooding, the size of various pitches, on draining, sowing, cultivating and maintaining grounds.

The provision of a sports ground can be undertaken by the middle-sized firm with great success and usefulness. If a club spirit exists, the ground will do what it is intended to do—provide a healthy recreative outlet for the company's employees.

VISUAL WELFARE

AN experiment in the reduction of eyestrain in the Scottish hosiery factory of Lyle and Scott Ltd., has resulted in an average increase in output of 9 per cent. and, in individual cases, of as much as 20 per cent.

A pilot scheme was run with employees engaged on bar filling. Twelve women, aged from 17 to 53, were given visual tests, and all but two reported difficulties, particularly when working on dark colours.

Special work-glasses, with a magnifying strength of 25 per cent were prescribed. The women worked with a distance of 8 in. between their eyes and the bar; this distance had been assessed as the most efficient, technically. At the end of two weeks all workers reported relief from headaches arising from eyestrain. Older workers especially benefited.

In view of the success of this experiment, the whole plant was tested, and wherever difficulty was experienced work-glasses were provided. Now all newcomers, especially juniors, are given eye tests to match their vision to the requirements of the job. Apart from the improvement in the health and comfort of employees, the scheme has resulted in increased output and increased earnings.

How to Set Up and Run A Pension Scheme

By F. P. LOWTHER *Associate*
Editor, The Policy Insurance Weekly

An expert here gives, clearly and simply, some practical advice to management on the starting and running of a staff pension scheme. Properly run, these schemes can pay dividends; they help firms both to get and keep the steady type of worker—and they solve the problem of the elderly employee who may be past his best.

THERE are more than 3¼ million members of industrial pension schemes in this country, according to an authoritative estimate.

To a large extent the more common provision of pensions since the last war is symptomatic of the change in the attitude of employers towards their workpeople which has been going on ever since the first phase of the industrial revolution. Shareholders and owners of private companies now take a much wider view of their responsibilities and moral obligations towards all grades of their employees and it is largely in a spirit of benevolence that pension schemes are introduced. But, like accident prevention and welfare work generally, it is a form of benevolence that, in the long run, pays dividends.

Perhaps the most popular argument in favour of a pension scheme is that it is an encouragement to men of long service to remain with their present employer. Pension schemes are also an inducement to prospective staff to join a firm, and in these days of full employment when skilled staff are hard to come by, especially in certain trades and localities, this factor has been prominent in the minds of directors and executives setting such schemes afoot.

It has also been claimed, with a certain amount of justification, that it is the best class of employee who is attracted to a firm with a pension scheme, in that he is usually the steady type who is not expecting to be off to another job at the first opportunity or directly he has a tiff with the foreman.

The meeting of a moral obligation to workpeople who have given long service, the retention of good men and the recruitment of the steady type of employee, all these are benefits that an employer may expect to result from the institution of a staff pension scheme, but they are not the most important. What is of even more value is that a pension scheme provides an acceptable solution to the problem of what to do with the elderly man who is past his best.

With no set retiring age, the problem of how and when to tell a man that he is too old is one that is difficult to face. An employee with no pension promised him will usually hang on to his job just as long as he can, often to the detriment of the efficient running of his department, and certainly to the frustration of younger men waiting for promotion. In such circumstances ambitious young and middle-aged men may grow tired of waiting almost literally for dead men's shoes and take their services to a rival

A reward for long service is welcome—but what of his future? With a pension scheme, a firm discharges its moral obligation to old and valued servants.

concern. A simple method of retiring a man who is feeling his years is important even where he does not occupy a senior position; an old man for whom work is a strain not only slows up his fellows, but in some types of work may be a positive danger.

From the point of view of the general economic health of the country, there is, of course, a debit side to this staff pension business. It is quite a fair criticism, although no disadvantage in the eyes of the individual employer, that pensions tend to make labour even more immobile than it already is by habit in this country. This is a problem that is exercising the minds of those responsible for drafting pension schemes, but the ultimate answer lies with employers.

Avoiding Pitfalls

Other common criticisms are that pension schemes make it harder for the over-forties to obtain new situations, and that they lead to men retiring when they really have years of useful work in them. These disadvantages can, however, be avoided if proper arrangements are made when the pension scheme is set up.

How does an employer set about starting a pension scheme? A number of firms pay pensions out of current revenue, but there are grave disadvantages to this, not the least being that the cost is not evenly spread. The method is unsatisfactory to the employee, who must feel that his ultimate pension is a very doubtful quantity dependent on the prosperity of the firm at the particular moment that he retires. Setting up a pension fund is better, but if full advantage is to be taken of income tax concessions, the scheme must be properly constituted and its rules must conform to the rather exacting requirements of the Inland Revenue authorities.

Many of the big firms, and most of the medium-sized and small ones with staff pension schemes have arranged them through life assurance offices. So popular has this method

become that these offices now derive approximately a quarter of their whole premium income from staff life assurance and pension schemes, and that proportion is increasing. These schemes are flexible and varied, but they generally fall into one or other of a series of patterns, depending on the character of the employer's organisation and the sort of pension scheme he wants.

Before making an approach to an insurance broker or insurance company, it is useful to consider one or two practical points that will crop up in the initial organisation and subsequent running of the scheme. Let us look at some of the more fundamental:

Is the employee to contribute? The employer may, of course, pay for the whole of the pension, but I think it is much better for the employee to pay something towards it. For one thing, it will mean a larger pension, for another it gives a community of interest between employee and employer. It is odd but true that the value of a pension scheme is best realised by those who are paying something towards it.

How much should the pension be? While a pension can be for a flat sum of like amount for everyone, it is usual for it to be based either on the length of service, the salary earned or a combination of the two. A popular method is to divide the staff into grades according to the yearly rate of wages or salary; each year of service in each particular grade will earn a certain amount of annual pension.

In a scheme worked out by one life office, there are seventeen salary grades from £150 to £2,000 a year. In the lowest grade, from £150 to £200, the employee pays no contribution, but receives a pension of £1 for every year that he is in that particular salary grade; for every year in the next salary grade (£200 to £250) he has a pension of £1 10s., his weekly contribution while in that grade being 9d. The third grade, from £250 to £300, calls for a contribution of 1s. 6d., and each year is worth £2 a year on retirement; for the fourth grade, from £300 to £350, the contribution is 2s. 3d. and the pension £2 10s. a year.

Thus, if two years were spent in the first grade, four in the second, ten in the third, and twenty in the fourth, the pension on retirement would be £2 plus £6 plus £20 plus £50, equalling £78 a year. Not a large sum, but a useful addition to the National Insurance benefit.

It will be seen that the rate of contribution by the employee rises fairly steeply as the salary increases; in this particular scheme it would be 10s. 6d. a week for the man earning £700 a year, 19s. 6d. a week for the £1,200 a year man. Every year at this latter salary earns £14 a year in pension.

The method of fixing the employee's contribution may be much simpler than this; say 1s. for £1 of weekly wage earned.

What about service before the institution of the scheme? Obviously it is desirable that there should be fair recognition for years of service completed before the pension plan was started. Here a popular method often used is to grant a pension as if, say, half the past service were completed whilst the scheme was in operation. This will be free of cost to the employee, the cost to the employer being spread over a period of years.

Their minds are untroubled — they are "on pension." And the young visitor to the veterans' club sees living evidence of his firm's care for its employees. He will think twice before he seeks a change of job.

What happens when an employee leaves the firm? Normally, the employee will be entitled to the return of his own contributions, subject to any necessary adjustment for income tax. Where he has been a member of the scheme for, say, five years, a deferred pension is usually offered instead. This can be either the amount that has been purchased by his own contributions, or else the total purchased by his own and his employer's contributions. In the former arrangement, the employer would be credited with a sum in respect of the contribution which he had made.

And if the employee dies in service? The employee's contributions are then returned in full to his widow or other representative. Whether any return is made to the employer depends on the nature of the plan. The annual cost is a little less if the employer's contribution is on a no-return basis.

I would strongly recommend incorporating in the scheme a death benefit, by means of a group life assurance; a suitable sum assured might be a year's earnings.

Should membership be compulsory? It may be optional at first, but the life office will usually insist that a fairly high proportion of those eligible should join when the scheme is set up. Thereafter it is normal to insist on each new employee becoming a member, but only after a waiting period and subject to a minimum age limit. There is much to be said for making entry into the pension scheme a privilege earned by service, and a lower age limit of twenty-five is not too old.

Is there a medical examination? As long as 75 per cent of employees join at the outset and all new employees join when eligible, there is normally no medical examination for either a staff pension or staff life assurance scheme.

Must the pension start at age 65? Age 65 for men and 60 for women are good ages to fix at the outset, because they correspond with the start of the State pension. Provision should be made, however, for a larger pension to be paid if retirement is deferred, the employee's contributions to cease in the meantime. Similarly, there should be provision for a smaller pension to be paid if ill-health leads to retirement five years or so before the due date. As some protection for the widow, the pensions of male staff should be guaranteed for a period of, say, five years.

Do contributions rank for income tax relief? Yes, provided the scheme is approved by the Inland Revenue. Under the Income Tax Act, 1952,

(*Continued on page 514.*)

How To Use The Works Magazine To Raise Productivity

Reported by
DENYS HAMILTON

CAN the employee magazine be used to increase productivity? Yes, providing that you never mention the word. That was the opinion of what appeared to be a majority of delegates to the conference for editors of works magazines held by the Industrial Welfare Society at Llandudno from March 20-23.

Productivity was the theme of the conference, and there to make the winding-up speech was Lieut.-Gen. Sir Thomas Hutton, general manager of the British Productivity Council. The first objective of an industrial editor, said Sir Thomas, was to get his paper read; the second was to ensure that there was something in it which would educate the worker to appreciate the need—and the advantages to himself—of greater productive efficiency.

The latter objective could be achieved by quoting simple economic truths that would appeal to the worker (and his wife). These could be reinforced by quotations from the speeches of trade union leaders, Labour politicians and Ministers, extracts from trade union journals, etc.

"Emphasise that 'there is always a better way' by reference to technical developments in the industry. You will thereby condition people to the idea of change and make new methods more acceptable. If work study is being introduced in your industry or factory, then your magazine should carry two or three articles explaining what work study is and the benefit it brings."

Miss J. Parkes, editor of *Lucas Reflections*, maintained, on the other hand, that productivity should never be mentioned in the employee magazine. Exhortation in this medium should be indirect, with the main object of stimulating the will to work. The works magazine should be one of the means whereby workers were encouraged to identify themselves with the activities of the company and to take a real interest in their own work. Its function was to help to improve human relations.

The Russian Way

It is not so, apparently, in the U.S.A. and the U.S.S.R. Speaking on "What They Do in the U.S.S.R.," Richard Jones, formerly editor of *British Ally* in Moscow, told a fascinated audience of the power of the factory press in Russia.

Virtually every large factory or collective farm regularly published its own newspaper, he said. Six years ago there were 2,500 such papers; today there must be considerably more. In Moscow alone there were more than 100 factory newspapers and thousands of wall newspapers. Factory newspapers were run by the management, the Communist party and the trade union concerned. Most of them appeared two or three times a week; some, daily. Like the rest of the Russian press, they had three functions: (1) To develop the initiative of the masses in building socialism; (2) to serve as a public critic of bureaucracy; (3) to act as mass educators, *popularising and instructing in new techniques*.

Great prominence was given in American employee magazines to means of raising productivity, said G. Phillips, editor of "57"*News*. "Preaching" articles were often published. The moral of exhortations to increase output was often rammed home by the publication of photographs of cars, refrigerators, washing machines, etc., with captions which said, in effect, "These could be yours if you worked a bit harder."

In discussion, it was soon apparent that delegates were divided into two schools—the productivity pluggers and those who believe that *oratio obliqua* is the only way. Two typical (and opposing) comments:

"We are bilking our jobs if we do not refer to productivity in our magazines."

"We must not let our magazines become platforms for management. Exhortations to higher productivity are looked upon as management propaganda, to be read—as the shop floor believes they were written—with the tongue in the cheek. Taey should be delivered through the J.P.C., not the works magazine."

Should the works magazine print educative articles with the direct aim of persuading its readers to work harder or better? Yes, said many of these industrial editors. (But a good few disagreed.)

Was This Shop Steward Over-Zealous?

The talk goes on—after hours. Tact is needed. But grasped tightly the nettle will not sting.

The purpose of this monthly feature is to provoke discussion as well as to offer solutions on problems of human relationships. So this month "Discussion Leader" starts by quoting a tricky situation described by a correspondent and then poses five leading questions for readers to answer.

IN reply to my question on management/shop steward relations, a Dominions reader comments: "In the United Kingdom, on a visit, I noticed your feature 'Management Through the Supervisor's Eyes' and thought of a recent problem I had . . .

"The business is one making displays for advertising purposes, and the staff is composed of artists, craftsmen and unskilled workers. A mixed bag is not always easy to manage. One of the workers is a modelmaker who does most meticulous work of a high standard, but who cannot realise that at times such craftsmanship is not always an economic proposition, and that a quoted price does not always allow weeks of patient meticulous work on his part. He is a cripple, and perhaps because of this is rather short tempered. Many times I have tried to reason with him in trying to enforce more economic methods. Really he is a liability, and if it had not been for his disability I might have dispensed with his services.

"Consequently, I experienced some relief when he lost his temper one day and offered to resign. It seemed to be an easy solution to my problem. However, the shop steward, who at times seems unable to differentiate between my functions and his own, apparently felt that the modelmaker had acted hastily and unwisely and, I think to save his feelings, the shop steward got a petition signed by almost all the staff asking him to reconsider his decision and withdraw his resignation. This the modelmaker did.

"My problem was what to do next? I did not want him on the staff, but faced with this show of unity I felt it wise to give in and allow him to stay. Nevertheless, it was a deliberate challenge to my authority and I still have the modelmaker whom I do not really want. Incidentally, after his action (which I thought extremely uncalled for) I do not want the shop steward either, but he is a good worker and if I took action it would appear that I was merely being vindictive.

What Do You Think?

"I wonder how you would use your expert knowledge in handling such a staff. Often I wish I was in a nice straightforward business that did not have any artists or craftsmen who can be infuriatingly difficult at times and seem to have little appreciation of the real advantages of a steady job and a regular pay packet."

This problem raises many interesting questions which I am tempted to answer myself; but first, what do you think? Here are some leading questions:

1. Do you think the situation could have been avoided?
2. What are some of the assumptions underlying this manager's actions?
3. Why does the modelmaker continue to produce uneconomic work?
4. If you were the shop steward, how would you feel?
5. If you were the manager, could you solve the problem so that human relationships were improved and financial needs met?

It may help you in thinking about this problem if I quote another case in which a shop steward in a local government department adopts a different approach to the problem of the uneconomic worker. He says that he has asked the manager to tell him if he thinks a worker is not making the grade. The shop steward can then tell the worker what the position is and offer him what constructive help he can. The shop steward feels that this makes for fairer dealing all round. In times of redundancy, for example, the individual and the shop steward are not suddenly surprised with the information that Mr. X or Mr. Y is to be dismissed because he has never been entirely satisfactory at his job.

READER'S WELCOME

A "No-jargon" Forum

WE continue to receive letters welcoming this new service for readers.

"Brian Anthony," a personnel manager in a firm in Yorkshire, writes: "Your new series 'Management Through the Supervisor's Eyes,' intrigues me; it could produce a forum for discussion of matters on which the supervisor's views are not widely publicised." A supervisor from a London firm suggests that this new series should be used as a medium "for a frank exchange of views" among foremen, and an industrial consultant suggests that one of its aims should be to present the ever-growing body

of knowledge about people to the industrial manager in "a clear language free from technical jargon." With your help I hope we can fulfil these and many other purposes.

Mr. Anthony and a safety officer seem to me to provide the best comments on the two problems I outlined in March. Dealing with the time study engineer who grumbled a lot to a foreman about his superior, Mr. Anthony writes: "The time study engineer quite frequently has good cause for grumbling, and it is one of the essential freedoms that he should be permitted to express his opinion without restriction, subject always to the necessity for normal business courtesies and loyalty.

"The foreman is being boosted as never before, but nobody has a good word for the time study engineer. It is not unknown for a production manager slightly to despise his contact man. The foreman should continue to lend a sympathetic ear to his contemporary's grumbles, and could be doing quite a good job for his firm just by permitting an associate to let off a little steam. In all probability the chap feels that he has good grounds for confiding in the foreman, and they appear to have a mutual regard for one another, which is a splendid thing. The foreman concerned may not need to do more about it unless there is a disagreement to be resolved. In that event the foreman should encourage the time study man to consult his senior before he himself feels free to make independent representations."

SAFETY LAST

Technician Broke the Rules

THE second problem was raised by a foreman who did not know how to deal with a senior technician who kept violating the safety regulations in his department. F. Kenny, safety officer at Accles and Pollock Ltd., writes: "This foreman should take his courage in both hands and act. It will take courage because he is obviously a man who does not like to cause trouble. But at the same time he must know that he is responsible for the carrying out of the safety rules in his shop. He cannot allow all his work for safety in the past to be undermined and destroyed by what may only be thoughtlessness on the part of someone who should set a good example.

"Common sense demands that he approach the technician and try to show how badly he is 'letting the side down.' If this approach is not successful, the foreman must appeal to a higher authority (the works manager, perhaps). This is not telling tales, it is merely carrying out one's duty fearlessly and correctly. To know what to do and not to do it is often moral cowardice.".

Mr. Anthony feels very much the same about this problem: "Where a senior technician violates safety regulations the foreman should point out discreetly and privately the effect of this neglect upon men working in the shop. If a friendly hint is not taken, the culprit should be advised that the matter cannot be left like that. Having observed the little courtesies, the foreman should take the case to his own immediate superior. It is not a question of "telling tales," but of the foreman's right to perform his own function. If he is directly responsible to the works manager he must be permitted to represent that executive in the department which he controls. He is not worthy of his job if he fails to take the stiffer jumps."

I agree with both these comments on safety rules. The old saying, "Grasp a nettle tightly and it will not sting" seems appropriate to this situation. A foreman has responsibility for the well-being and efficiency of his own department; he must therefore have the necessary authority, and the confidence to use it. Mr. Anthony has raised a much wider question with his remarks about the relationship of the foreman to the time-study department and about management's attitude to that department. Do other people feel as he does about this?

What should a foreman do, for instance, when, as in another case I know, he thinks the time-study engineer assigned to his department is not doing useful and accurate work?

A GUINEA FOR YOUR THOUGHTS

The Editor of PERSONNEL MANAGEMENT, WELFARE AND INDUSTRIAL EQUIPMENT is receiving many readers' letters welcoming the new feature "Management Through the Supervisor's Eyes."

The best way to make this feature a real success is to deal with actual problems of management-labour relations, so readers are invited to send in their problems addressed to:

Discussion Leader,
c/o The Editor,
PERSONNEL MANAGEMENT, WELFARE AND INDUSTRIAL EQUIPMENT,
180 Fleet Street,
London, E.C.4.

A guinea will be paid for each letter published.

CHICKEN AGAIN

Meaning of "Status Symbols"

THE higher up the scale of management a person progresses the less he usually feels the need for concrete reassurance in the shape of "status symbols," such as an office, a desk of one's own, or even intangible evidence of the individual's importance to the firm. His position is much more secure. He therefore forgets or no longer understands the significance of such symbols for people lower down the scale.

I can illustrate this perhaps by a scrap of conversation overheard at a lunch table. A large, scattered organisation holds meetings, which usually last all day, for different levels of management, at a central house belonging to the company. Lunches of different standards according to the ranks of the officials present are provided by the company.

A group of senior managers was having lunch in the middle of a meeting one day. Chicken was on the menu. One of the managers turned to the waiter and said jokingly, "Not chicken *again?*" The waiter was taken aback and exclaimed, "But, sir, you are entitled to it!" The look on the waiter's face, and his exclamation, showed that the grading of meals was much more important to him than it was to the senior manager.

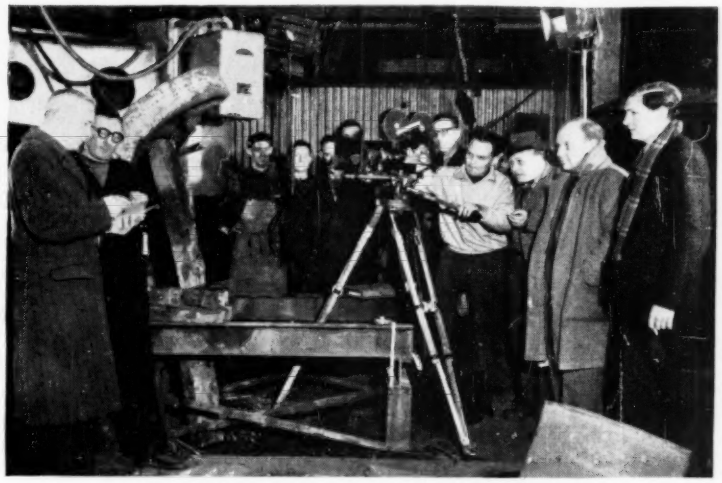
I will deal with other points that have been raised on shop steward-management relations next month.

DISCUSSION LEADER.

Suggestion Earns £1,000

A SHIFT chargehand at Lever Bros. Ltd., has been awarded £1,000 for a suggestion which has cut down the working cycle and increased the yield in the recovery of oil in soap-making. This is the largest award made since the suggestion scheme started fifty-three years ago.

THIS FIRM IS AN EXAMPLE TO EUROPE



Film directors and cameramen of Associated British-Pathé Ltd., taking "shots" in the constructional shop at the Thorncliffe works of Newton Chambers & Co. Ltd. The firm's suggestion scheme has been chosen by the Mutual Security Agency as the subject of a film showing the achievement of productivity through co-operation between workers and management. The film will be shown throughout Europe.

How to Select Executives

A SURVEY among company directors on the problems of executive selection showed that one of the rules most widely followed was that, as far as possible, executives should be appointed from within the firm.

There were some circumstances, however, which necessitated recruitment from outside; a chance gap in executive ranks; new technical developments requiring specialist knowledge; rapid expansion and insufficient executive talent to meet demands.

In seeking suitable executives, it was found that with many directors, formal qualifications counted for less than experience related to the firm's work; some directors regarded a brilliant academic career as a handicap. A number of firms used a detailed questionnaire to save time in sorting out written applications. One director maintained that written applications were misleading and he, therefore, interviewed nearly all applicants. But no candidate was engaged until he had been interviewed by each of the company's four directors, and if any one said "No" the candidate was rejected. Even when accepted, the candidate was put on probation for three months. This firm operated overseas and the executive appointed was left in sole charge.

A woman director of a well-known fashion house stated that she studied candidates' general reactions rather than their answers to questions. She liked people who were honest about themselves; knowing their weaknesses helped her to make a success of them.

Many firms had embarked on training schemes for apprentices and graduate trainees, but opinions differed considerably on the value of recruiting graduates. One company found that as a result of taking in graduates over a period, their senior staff were too academic in outlook. But another director found graduates were a good investment, for university training enabled them to develop a broader outlook on problems.

In selecting top executives, it was not only necessary to find men with the right training, experience and personality, but those who were enthusiastic about the policy of the company. (Condensed from *The Director*, 10/52.)

Name Them

WORKERS appreciate being known by their names. This offsets the feeling, too prevalent in large firms, that an employee is an anonymous cog in a vast machine.

At Carreras Ltd., tobacco manufacturers, each machine has a label bearing not only the name of the operator, but also that of the "catcher-girl" assisting him.

Advance Laundries Ltd. place over each work-table a large card indicating the name of the operator and her output standard. On the card is a scale based on the firm's rating scheme, and this is divided into brightly coloured sections marked "Average," "Good," "Very Good," "Excellent."

A movable arrow indicates the position last reached by the operator. The firm believes that a worker is influenced to make greater efforts not only by a larger pay packet, but also by the desire to be known by other workers and visitors to the factory as a person of more than average ability.

Good Companionship

WHEN the time comes for employees to retire, how many firms really go to the trouble to impress upon them how highly their services were valued?

In some companies provision is made for pensions, or parting gifts serve to remind employees of the time spent in the company's service.

While pensions or gifts are undoubtedly appreciated, the thing which is missed most is companionship. With this in mind, the directors of Rolls-Royce Ltd. promoted a retired employees' association. Now, as an employee reaches retiring age (whether he continues to be employed or not) he is invited to join the association.

Membership is free, and entitles him to all the social and sports amenities provided for employees through the company's Welfare Amenities Trust.

But the pensioners also organise their own outings, concerts, exhibitions, etc., and help to finance them.

Thus friendships of past years have been revived and interest in the firm maintained. Contact with present employees engenders loyalty for the company, of which many of the pensioners are proud pioneers.

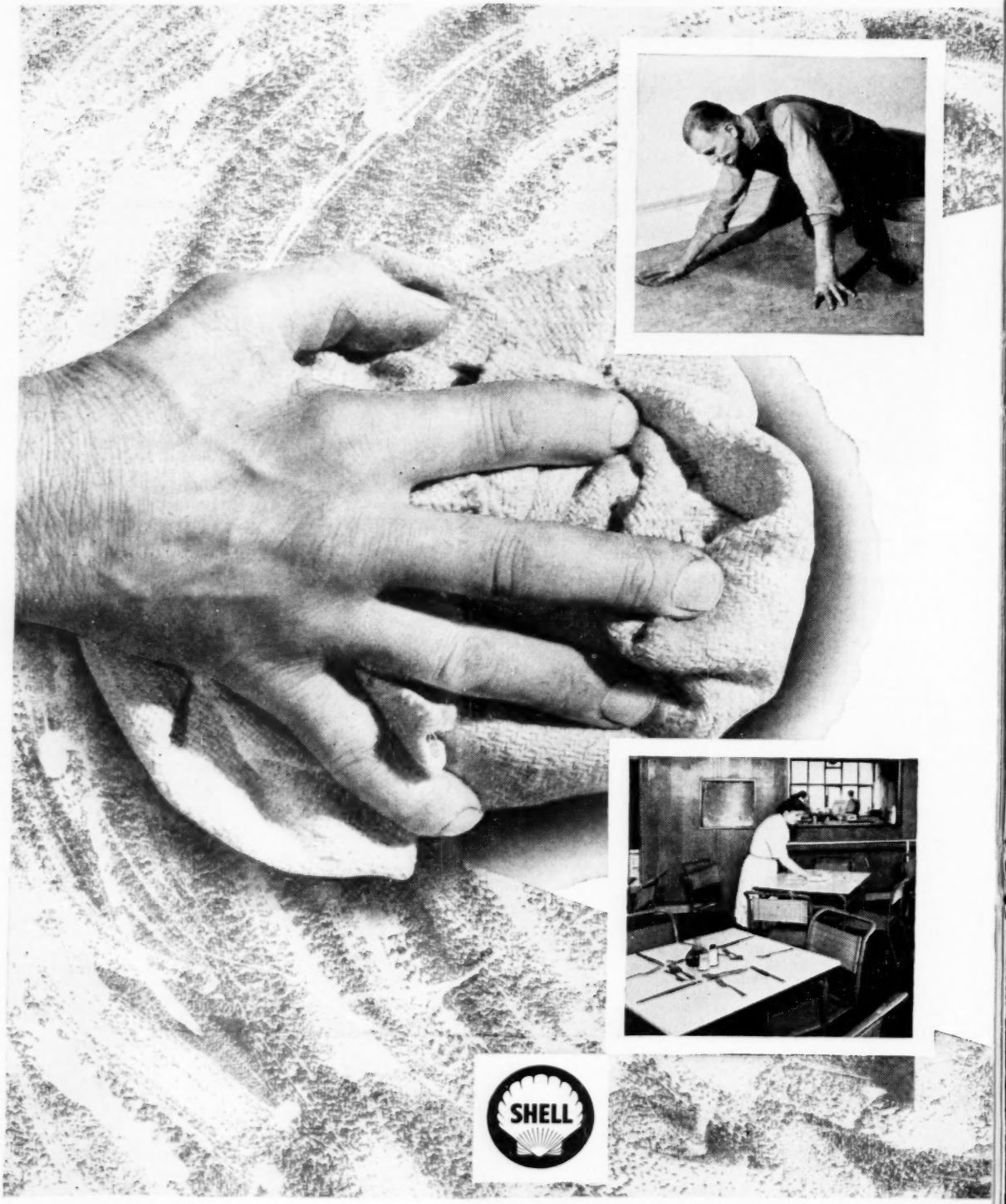
"*Prof. Sharin*"

A GENTLEMAN called "Prof. Sharin" keeps workers at Motorola Inc., Chicago, interested in the company's savings and profit-sharing scheme. This scheme—which covers all employees, including the president—has increased productivity, improved quality, aided recruitment, and reduced labour turnover.

But all this has been accomplished only because the company continuously "sells" the scheme to employees. It is mentioned in job advertisements, explained in the employee handbook, described in the films shown to new employees.

Each new worker is assigned a "sponsor" who tells him all about the scheme (as well as other employee

(*Continued on page* 496.)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TEEPOL (liquid) is supplied in 4-gallon cans fitted with a special economy pouring device ; also in 45-gallon drums and 1-gallon cans. Distribution is country-wide, thus ensuring rapid service.

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Continued from page 493

benefits) and answers his questions about it.

Then letters are sent to each new employee's home dealing with benefits under the scheme, so that his family may also know about it. Each employee's account book is entered up quarterly to keep his interest alive. The company's contribution is posted once a year and "Prof. Sharin" goes round the works and hands each of the 8,000 employees their books individually.

A competition is held to forecast the amount of the company's contribution. Last year it was 84.24 for each dollar from an employee. Results are published in the news-sheet, and the scheme is featured in the annual report. A large score-board, showing yearly totals and how much the figures amount to per hour, reminds employees of how the scheme is progressing. The fund is administered by an advisory committee of five members, two of whom are elected by the employees.

(Condensed from *Factory Management and Maintenance*, 1/53.)

Incentives Save Fuel

INCENTIVES to encourage the efficient use of fuel have, perhaps, been given less attention than their adoption in other fields, according to Mr. A. Anderson, speaking at a Steam Utilisation Conference. A paper mill in Scotland shows an example of such a scheme with wages based on the success of economy methods.

Operators were given simple rules to follow, such as keeping steam pressure inside specific upper and lower limits, keeping combustible matter in the boiler ash below a certain percentage, keeping average CO_2 content of flue gases up to a given figure, maintaining a given standard of cleanliness and so on. From the engineer-in-charge downwards, including maintenance men, everyone was paid on the basis of the success of this scheme.

Net result has been a slight increase in employees' wages for a 40 to 50 per cent reduction in total overtime worked, giving about 28 per cent increase in the average rate paid per hour worked, and a 5 per cent saving in fuel used. The scheme has been running successfully for two years.

Spotlight

WORK which has to be done in the close quarters of a plane's bomb bay, raised a lighting problem for Lockheed Aircraft Corporation, California. Portable reflectors and extension cords were too cumbersome and would create a dangerous maze of lines.

This problem was solved by painting a white patch on the floor beneath the bomb bays. Light from overhead fittings is reflected into the open bays. This intensified the light available by four times. Success of this method depends upon the use of a good paint which will stand up to abrasion, oil and grease, and can be wiped clean to restore the gloss necessary to reflect the maximum amount of light.

(Condensed from *Occupational Hazards*, 2/53.)

Ideas & News from House Magazines

No Accidents

The Newport factory of Monsanto Chemicals Ltd. completed over 1,000,000 man-hours without a single lost-time accident, during the last six months of 1952. **(The Autoclave.)**

Good Timekeeping Bonus

Employees of Cadbury Bros. Ltd. who get to work on time regularly will receive an annual bonus of 10s. plus an additional bonus of 10s. each quarter.

If an employee is late without permission he loses the annual bonus of 10s. and the bonus for the current quarter. But he may still qualify for 10s. for each of the following quarters provided he maintains good timekeeping. **(Bournville Works Magazine.)**

Veterans All

During 1952, two employees completed 50 years' continuous service with Glenfield and Kennedy Ltd., nine completed 40 years and eighteen 25 years. The company beat them all by celebrating its centenary. **(The Glenfield Magazine.)**

New Apprentice Scheme

A new scheme for the recruitment and training of apprentices for the electrical and engineering departments of the Whitehead group of companies, Newport, has been arranged. Selected applicants will be on probation for three months; apprenticeship will be for five years, starting at sixteen.

The first two years will be spent in the workshops, but every apprentice will serve at least three months in the drawing office. Those showing special aptitude for draughtsmanship will be able to undertake a special course of training in drawing, design, etc., for their remaining three years.

All apprentices must attend technical college and the company will issue a certificate of indenture at the satisfactory conclusion of the five-year course. **(Group News.)**

Safe Driving Awards

All the eighteen drivers of Joseph Crosfield and Sons Ltd. qualified for safe driving awards in 1952. Two star performers were awarded the 25 Years (Safe Driving) Cross, while running them close were drivers who were awarded "bars" and "bows" to 20 Year Brooches. Others received brooches and medals for 15 years', 10 years' and 5 years' safe driving. Diplomas were earned by those scoring under five years. **(Crosfield Chronicles.)**

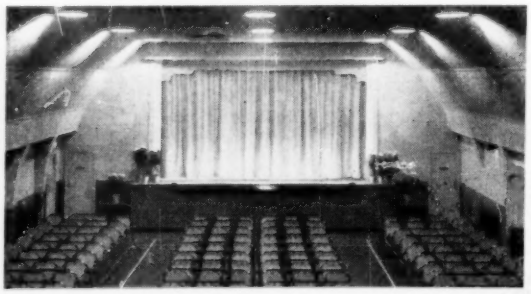
Twenty-five Year Club

Members of the Twenty-five Year Club—a club for long-service employees of the Old Bleach Linen Co. Ltd. will in future enjoy the benefits of a pension scheme. Retirement pensions may be given for life, or a minimum of five years. A lump sum will be paid to dependents of club members who die before retirement. **(The Shuttlebox.)**

Royal Visitor

H.R.H. The Duke of Edinburgh recently visited the Brentford and Feltham factories of Sperry Gyroscope Co. Ltd. One of the things he saw was a 7 ft. model of his last naval command, the frigate "Magpie," which had been built to show the location and use of some of the company's products. **(Sperry Topics.)**

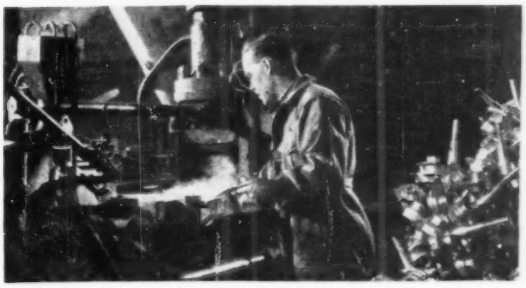
SOCIAL CLUB FOR SCOTTISH WORKERS



A view of the concert hall of the new Carron Works Recreation Club at Falkirk. The hall will accommodate 350 people and can also be used for badminton. The other part of building provides facilities for indoor bowls, billiards, a rifle range and "summer ice." The latter is a table game on which small stones are used in the same way as curling stones.

Eliminating Unsafe Methods in the Die-casting Foundry

By W. M. HALLIDAY



Photo, courtesy of High Duty Alloys Ltd. and Aluminium Development Association

A pressure die-caster at work. His hands are skilled, but the firm may temporarily lose his services because of someone else's carelessness, e.g., by contamination of the alloy charge for his machine or leakage of molten metal.

Foundries with a good record as far as major accidents are concerned tend to ignore the careless practices which so often lead to minor accidents. Yet it is minor accidents which cause the greatest losses of time and material, and much human suffering. The author describes some of these dangerous methods, and suggests ways in which they can be cut out.

DIE casting is a dangerous job. The greatest care and well-organised supervision are essential at every stage if accidents are to be avoided.

The principal accident risks are associated with one or a combination of the following characteristic activities:

1. **Handling.** Molten alloys have to be manipulated and transported to feed furnaces, machines or dies. Hot castings, dies and working equipment must be regularly handled during casting production repairs, adjustment of dies, etc.

2. **Use of dangerous materials.** Certain alloys, when melted, have special risks. For instance, magnesium, if exposed to the atmosphere, will easily take fire and burn with intense heat. Use of this alloy demands special safety precautions, e.g., use of fluxes and screens.

3. **Pouring.** Molten metal may spill or leak because of accidental misuse of ladles, containers or machines, or the use of faulty or badly aligned dies.

4. **Melting.** Inadvertent contamination of an alloy charge in furnaces or machine metal pots may cause an explosion. Such contamination may be moisture, steam- or gas-forming substances admitted accidentally with ingot supplies into a molten mass of metal. The same trouble may be experienced during melting of scrap castings, which may have been painted or treated with substances which give off vapours when heated.

Properly designed steel screens for machines and furnaces must be provided if operators are to be safeguarded against the dangers of these operations. There must be protective clothing — goggles, asbestos gauntlet gloves, heat-resistant boots, foot shields, etc.—and handling equipment for carrying molten alloy, hot castings, dies and so on.

Most important, workers must be thoroughly instructed in all hazards, in how they may be avoided, and in the correct use of protective devices. Such training should stress the importance of intelligent co-operation between workers and management for all safety measures introduced. Not least of the objects of such training should be to ensure that faults and inadequacies in guards, protective clothing and methods should be immediately reported.

Training of this kind should be given to all new, unskilled workers and young entrants into the foundry before they are started on some production task. It should be well planned and positively applied, in contrast to the too-common practice whereby the new worker is expected to learn the risks while he is learning the job.

The fact that he often has to do just this probably accounts in part for the dangerous practices still frequently encountered in foundries. But the main reasons for such practices are long familiarity (leading to disregard for elementary precautions), the adoption of unsatisfactory methods, and downright neglect.

When a major accident occurs, involving severe injury for somebody, all the other workers receive a shock. Each is led to consider how and why the accident happened. Most workers will resolve to exercise greater care in their own work, and will show greater interest in safety provisions already available or suggested for future adoption. There will thus be a widely diffused quickening of interest in safety matters generally, and fuller co-operation given to the management's policies of accident prevention.

With the "minor" accident, however, this rarely happens. The small injuries resulting from it are not deemed important. The popular attitude seems to be that such accidents are incidental to certain operations and that little can be done to prevent them.

The Greatest Losses

On the management side, these "minor" accidents seldom call forth a thorough investigation and the application of stringent precautions.

Now here is the point. Dangerous practices often persist in foundries where all statutory regulations are observed and which have good records as far as *major* accidents are concerned. Yet in nearly every foundry it will be found that *the greatest losses in time, materials, production and operative skill come from the so-called "minor" accident.*

In this and the succeeding article I propose to describe some of these

unsafe practices and to suggest ways of eliminating them. First, let us look at storage and handling of materials. Numerous accidents involving minor injuries to fingers, hands and feet are liable to be caused by the storing and handling of raw ingot metals awaiting use in the melting or die-casting shops.

Methods of storing ingot metal are often very unsatisfactory. Sometimes ingots are simply thrown into a loose, indiscriminate pile in an isolated corner of the works floor. On the other hand, such a material pile may be situated close to an important gangway along which much traffic passes, or placed near a melting furnace or die casting machine, and thus impede easy access to the equipment.

Storage and Handling

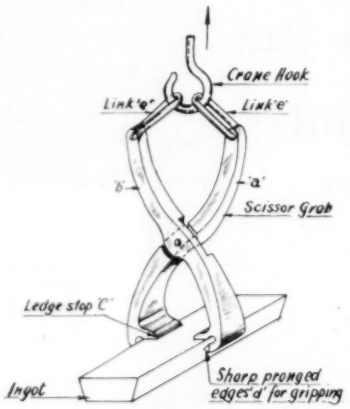
In other foundries some attempt may be made to stack the raw material in an orderly fashion. But it is stacked on the foundry floor—not the best situation.

Again, it is common practice to store ingots outside the factory in a roughly-constructed wooden shed, or even under a lean-to. Generally, such structures afford no protection against the weather and allow the ingot metal to become wet, dirty and contaminated. Sometimes all sorts of different metals, scrap and other substances are stored in a slipshod manner underneath sheds located side by side, with little attempt made to prevent overflowing. Thus materials may become mixed.

All these methods may bring serious consequences on the foundry floor.

New ingot bars have to be fed to a furnace or machine metal pot in a perfectly *dry* and *clean* condition. If the ingot is wet, or covered with some gas-forming substance, masses of steam or gas will be generated as soon as it is immersed in the molten alloy. This may cause an explosion of such force as to blow out almost the whole contents of the furnace—with disastrous effects on persons working within a wide radius of the furnace or machine. The molten alloy will be blown out in the form of a fine spray which will cause innumerable burns and scalds. It may even set fire to the surroundings.

Many fingers, hands and feet are injured when an operator selects a supply of ingots from a loose pile. Often ingots are piled so that the slightest disturbance of certain



Scissors type grab to lift one ingot at a time. Cannot be overloaded. Lower end of each steel arm "a" and "b" is stepped at "c"; sharply tapered pronged edge "d" should be hardened. As crane hook is drawn upwards, gripping edges close inwards automatically.

lower ingots will cause the whole pile to slide to the floor. Since alloy ingot slabs may weigh from 7 lb. to 28 lb., the consequences of such a disturbance can be imagined.

Indifferent storage of this kind may also deal to harmful foreign substances being picked up and transferred to the furnace or machine metal pot. Iron, steel or other metallic parts are frequently picked up in this way, to cause serious damage to injection pump mechanisms in the die casting machine. This will then wear rapidly and wear eventually means leakage of molten alloy. Thus, additional hazards are created for machine operators.

A much more effective, safe and reliable method of storing raw ingot metal is to equip a special room for the purpose in the works, separate from other departments, but connected with them by a wide, straight and level passage.

Racks to hold the ingots should be installed in the room. They should be partitioned so that the maximum weight to be borne by each section may be controlled. The topmost compartment on each rack should be not more than about 4 ft. from the floor, to allow for easy inspection of the contents. Further, with this arrangement the storekeeper does not have to stand on a box or steps when loading or unloading.

The bottom compartments should be at least 9 in. from the floor to avoid contact with dirt, moisture or other harmful substances.

The rack should not be backed flush against a wall unless the latter can be kept perfectly dry. Preferably, a gap of at least 1½ ft. should be provided to allow for inspection, cleaning, etc. Such a space will also guarantee that ingots will be kept dry even though dripping water may pass down the wall from a roof leak.

The rack should be firmly fastened to the floor, and strong enough to carry the great weight of material. The floor of the stores should be maintained in sound condition and free from irregularities, pot-holes, cracks or steps to different levels. Good lighting is essential, and the temperature should be maintained between 60° and 70° to keep the ingots dry.

Properly constructed, robust transport trucks and lifting tackle should be provided in this material stores, and for the general conveyance of ingots. Cranes should be located in the most accessible positions relative to racks and delivery bay. Special grab hooks, rather than ropes and wire slings, should be employed for picking up ingot slabs by the crane.

Transport trucks should preferably have wooden stillages designed to hold a fixed quantity of ingots to give maximum safety.

Different alloys should be carefully segregated in the stores. No scrap castings should be housed in the stores, nor, indeed, wastes of any other material.

All handling equipment should be regularly inspected and repairs should be done as soon as necessary.

Earnings Rise

AVERAGE weekly earnings in industry rose to 151s. 11d. for all workers, in October last, according to figures published in the March issue of the *Ministry of Labour Gazette*. The average for men was 178s. 6d., for boys 74s. 11d., for women 96s. 4d., and for girls 60s. 9d.

This was an increase for all workers of 4s. 8d. over the figures for the previous April. The index of earnings, taking April, 1947, as 100, rose to 147, an increase of five points over the six months. These figures do not include coalmining, transport, shipping, docks and agriculture.

Organising the Fire Brigade—

The Factory's First Line of Defence

Safeguarding the factory against fire is more than a matter of leaving hand extinguishers and buckets of sand about the premises. Our contributor—a fire officer as well as a safety officer—describes how to recruit, train and maintain the efficiency of works firemen, who have a vital part to play in Civil Defence and the day-to-day protection of the factory.

By HENRY ALLEN
Safety Officer, Pest Control Ltd.

IT will usually be in the terms of reference of a safety officer that he shall guard the factory against fire hazards, and it is as a safety officer with such a responsibility that I write. But whichever executive carries the onus of organising a fire prevention technique, the broad methods will be the same.

What will differ are the fire risks. The first item the safety officer (assuming that he has the responsibility) must face is the degree of fire hazard that his firm's premises offer. Some factories will have next to no fire risk in the production processes, so that the hazards are no more than those in any communal place. Others will have a very high potential indeed. Foundries, especially those handling a metal like magnesium with explosive qualities, and chemical works (on which I can speak with special experience) will have a fire potential that is acute from hour to hour, so that the fire-fighting control system must be completely efficient.

Apart from tackling such inherent fire risks, the works fire brigade has a vital rôle to play in Civil Defence, and the safety officer will naturally work in close co-operation with the works Civil Defence officer.

How should a firm, hitherto without a brigade, set about recruiting and training one?

There must always be a fire-fighting squad available for every moment of the day that the factory is in production. In my company, a 24-hr. day production process necessitates three squads being available, one for each of the 8-hr. shifts.

A squad consists of five men plus a leader. The leader is a chemist, because we have to know how to deal with toxic and other chemical hazards, in addition to fire. There is also a permanent day squad, recruited from day working personnel. Voluntary recruitment is obviously better, and few factories will find a lack of volunteers who so splendidly come forward to give their services in a communal cause.

Many men have a genuine and intelligent interest in fire-fighting and may also have invaluable Civil Defence experience. Though the safety officer has his problems, that of manning his squads is not likely to be one of them.

Fire-fighting equipment and method are technical matters on which the fire officer can readily get expert opinion. Most civic fire brigade officials will gladly help. The equipment carried by my squads includes:

Two Beresford "Stork" trailer pumps with approximately 600 ft. of hosing;

Two foam branches;

Several 30-gal. foam extinguishers on small wheeled carriers for quick removal.

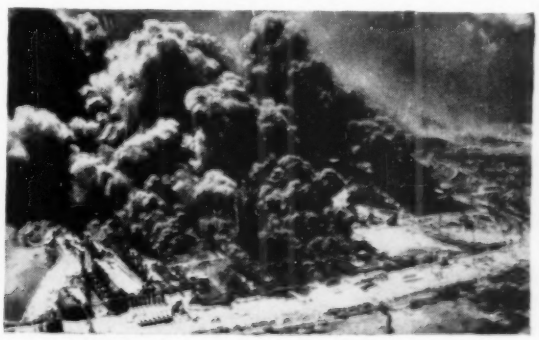
Additional to the pumps are five hydrants.

The water supply and its availability will, of course, be an important factor. We are lucky enough to have a river within 15 yd. of the firm's premises. Water availabilities vary so widely that no hard and fast rules about the subject can be laid down.

Training the brigade demands shrewdness, initiative and inventive

THIS . . . is industry's safeguard against THIS . . .

Proudly arrayed round the prizes they have won in inter-works competitions, the fire brigade of General Electric Co. Ltd., Wembley, are a typically keen and



efficient factory fire-fighting unit. In peace as in war, the works brigade may well be able to prevent a minor outbreak from becoming a conflagration.

talent. Regular fire drills will be held as routine part of the training, but in the absence of fires, enthusiasm may flag.

I have, after much consideration, introduced the financial incentive, and an honorarium is now paid to all our fire brigade personnel. There are several advantages in doing this. Both staff and works members of the brigade are now paid, whereas before, on the purely voluntary system, only hourly-paid operatives were paid when fire practices extended beyond normal working hours. Secondly, when it pays an honorarium, the management has the right both to expect and demand a consistently high standard of performance and competence. As I said earlier, men will always volunteer, but their initial keenness must be maintained so that the brigade's standards do not droop.

Keeping Them Keen

With the introduction of an honorarium, there also enters some degree of competition to join the brigade. Then the safety officer can begin to pick and choose his men.

Other non-financial devices can assist in sustaining enthusiasm and, consequently, efficiency. In the Midlands there is a magnificent inter-works fire brigade league which holds regular competitions. It is impossible to overstress the value of these competitions in whipping up keenness and polishing performance to a standard that could fairly rank with that of the civic brigades. Preparations for competitions take months of hard, eager work; the day itself is spotlighted and dramatic, and afterwards the various assessments of performance occupy many more weeks of interest. If it is possible for a management to arrange for its brigade to take part in such competitions, my advice is "Do so." They are invaluable.

There are other points worthy of mention. Obviously where there is inflammable substance, or fire risk in any part of the works, a no smoking rule must be inflexibly enforced. I recommend instant dismissal for any operative breaking that rule, for only thus can works personnel appreciate the gravity of the risk.

Often—as in a chemical factory—the safety officer will have to train his fire personnel to work in poisonous atmospheres. Squads must therefore be fitted with respirators and independent air emergency apparatus. A colour chart, plotted weekly, has been found useful to indicate both the measure of inflammability and toxic hazards in all areas of the factory. This chart at once gives the fire leader a knowledge of what chemicals are near the scene of the fire. Time being the key factor, his ability to have this information *at once* is vitally important. Such knowledge will also be immediately available to outside fire services if they have to be called.

Close liaison must always be maintained with these outside fire services. Their officials should be invited to pay regular visits to the works. Their advice is expert and incalculably useful, and the help arising from good relations with them can prove the deciding factor in controlling a bad outbreak of fire.

Our factory covers about 12 acres, with large storage points containing a concentration of both inflammable and toxic chemicals. The acreage and general geography of his plant is an important point for the safety officer, because the first line of his attack on a fire will be the localised one of hand extinguishers. These must be strategically placed so that every yard of the factory is covered by hand appliances, instantly accessible.

Chemists have developed a traditional reliance on the CO_2 extinguishers for use in such sections of the works as the laboratories but, as a result of experience and experiment, I venture to suggest that the C.T.C. gun is equally, if not more, effective for rapid and complete dealing with a small outbreak of fire. Foam types are also to be thoroughly recommended.

I insist on the regular examination of hand extinguishers when they have been installed about the premises. As with every other piece of industrial equipment, regular and vigilant inspection of extinguishers by one known and authorised official is imperative if they are to be kept really serviceable.

All too often, an extinguisher is used for a very small outbreak, hardly worthy of publicity in the eyes of the person who put it out, *and the incident is not reported.* Even more frequently it happens that someone, curious to see how the things work, uses the extinguisher and for obvious reasons says nothing about the episode. Regular examination is the only means of ensuring efficiency.

The way to check whether a CO_2 extinguisher is serviceable is to weigh it. Checking by ascertaining the pressure of gas released can only indicate when the vessel is empty or nearly empty. Similarly, each of the chemical extinguishers must be examined by a check on contents. Do not, because of their smallness and because their rôle is mainly to tackle a minor outbreak, become careless about these small extinguishers. Effectively used, they may well prevent a serious conflagration.

Education Cuts Accidents 28 per cent

IN their safety report for 1952, Vauxhall Motors give credit to better education among their 12,000 employees for a big improvement in their accident record. Injuries involving lost time dropped from 230 in 1951, to 165 in 1952—an improvement of 28 per cent. The frequency rate—that is the number of lost time injuries for each 100,000 hours worked—improved from 1.13 to 0.81.

Only 9,698 hours were lost through injuries in 1952, compared with 13,323 in 1951—a reduction of 27 per cent.

For the first time on record two of the Vauxhall factory's twenty departments have gone through the year without a single lost-time injury. Accidents in five other departments decreased by over 70 per cent compared with 1951.

In spite of a big increase in the use of machine tools during the year, accidents caused by "machines in motion" declined from thirty-two to twelve.

Vauxhall's rehabilitation centre received seventy-eight industrially-injured men during the year, compared with 105 in 1952. Their hours of production work, which otherwise would have been lost by absence, totalled 15,985.

Vauxhall's safety engineer attributes this good result to the fact that the company's people "are merging the common-sense principles of accident prevention into every phase of their work." During the year, safety instruction courses were attended by over 400 Vauxhall foremen and safety committee men.

BUILDING INDUSTRY MUST BE MADE SAFER

THE number of non-fatal accidents fell by 5 per cent in 1951—from 192,260 in 1950, to 182,616—and was the lowest recorded since 1938. But the number of fatal accidents increased from 799 in 1950, to 828 in 1951—nearly 27 per cent in the building industry.

Drawing attention to these figures when he presented his report for 1951, Sir George Barnett, Chief Inspector of Factories, said his department was not satisfied that the 1948 Building Regulations were being properly observed or that the industry was making the good progress that had been hoped for. It was clear that there was plenty of scope in the building industry for education in safety, a task to which the industry should direct its attention.

More Transport Accidents

The increased use of internal transport had also caused a rise in the number of transport accidents. In 1951, there were 6,241 compared with 1,756 in 1939—an increase of 250 per cent. There were also significant increases in metal founding—from 10,764 in 1950, to 11,055 in 1951, and dock work from 5,970 in 1950, to 6,556 in 1951. Accidents on prime movers had almost doubled since 1939, despite stringent requirements about fencing.

On the credit side, however, the number of notifiable accidents fell to twenty-three per 1,000 employees in 1951, compared with twenty-five in 1950, and forty in 1944. The frequency rate, calculated from returns made by 2,000 factories, was 1.7 per 100,000 man-hours worked in 1951; in 1950 it was 2.1. The biggest decreases were in machinery and engineering works from 47,049 in 1950, to 43,719 in 1951, and there were also marked decreases in building, textiles and shipbuilding.

Accidents to young persons fell from 12,115 in 1950, to 11,980 in 1951, but these represented a higher proportion of all factory accidents. During the year, 6.5 per cent of all accidents happened to people over 60 years of age, but there were no statistics to show whether the incidence of accidents was higher among older people.

Sepsis cases were 37 per cent fewer than in 1939, and cases of industrial dermatitis voluntarily notified during 1951 decreased by 290 over the previous year. Gassing accidents fell from 242 in 1950, to 228 in 1952. No cases of lead poisoning were reported. Eye injuries decreased by 12 per cent.

Special attention had been given to factories using radiological equipment, and a very high standard of safety had been found.

A review of the work of accident prevention organisations includes a report of two large works where the accident frequency rate was reduced 30 per cent in three years, and examples are given of excellent results achieved by smaller firms.

The present Report is specially interesting in that it surveys the changes in industry over the past 50 years. Such things as lighting, heating, ventilation and cleanliness have improved considerably, although the last ten years have seen the most striking changes. Workers who have spent the best part of half-a-century in factories recalled the time when their working day was from 6 a.m. to 6 p.m., spent in an atmosphere of gloom and the pervading smell of gas. Washing facilities were a rare luxury, and sanitary arrangements primitive. Rats collected scraps of food dropped on the floors by workers, and one firm paid its workmen 3d. for a rat's tail and ½d. for a mouse's tail.

Fewer Jobs in 1952

THE slackening demand for labour in 1952, indicated by the reduction in the number of vacancies outstanding at employment exchanges, eased the problem of providing manpower for defence production. This was also helped by the introduction of the Notification of Vacancies Order and the priority given to men and materials for certain defence contracts.

A review of the employment situation in the *Economic Survey for* 1953, showed a decline of 145,000 in civil employment during 1952. About 55,000 of these were in textiles, but there were also widespread falls in china and glass, paper and printing, and rubber. Employment in coal-mining rose by 22,000. While the numbers employed in the manufacturing industries fell by about 1 per cent, output fell by 4 per cent, a significant decline. This was partly due to the fact that some firms retained their labour in expectation of a revival in demand.

Unemployment increased during 1952, but averaged about 2 per cent of the insured population. Increased unemployment was acccompanied by a rise in the amount of short-time working which, by May, affected 5½ per cent of operatives in manufacturing industries; by November it had fallen to 2 per cent.

To Study Human Problems

TWO committees to work on human problems in industry have been set up jointly by the Department of Scientific and Industrial Research and the Medical Research Council. One will deal with human factors in individual efficiency—fitting the job to the man, selection and training, and assessing the job; the other with human behaviour and human relations. Chairman of the first committee is Sir Frederic Bartlett, lately Professor in Experimental Psychology at Cambridge, and of the second, A. B. Waring, chairman and managing

A GIFT FOR THE CHAIRMAN

To mark the completion of ten years' chairmanship of the Joint Works Council, G. L. Hancock, director and general manager, David Brown Foundry Group, was presented with a cigar box by employee representatives on the Council. Mr. Hancock (right) receives the gift from R. M. Smyth, chairman of the Works Committee.

director, Joseph Lucas Industries Ltd.

To a large extent these committees will cover the ground formerly covered by the Schuster Panel on Human Factors of the Committee on Industrial Productivity. It is envisaged that they will have about £100,000 a year to spend—about twice as much as was spent by the Schuster Panel. Their object is to apply the results of their investigations to improve production.

Resettling the Disabled

THE hope that a "blue-print" to guide those concerned in the resettlement and rehabilitation of the disabled would emerge from the work of the new committee apointed by the Ministry of Labour, was expressed by Sir Walter Monckton, M.P., at the annual meeting of the British Council for Rehabilitation.

The Minister said the Government was anxious to learn from the far-reaching developments which had taken place since the interdepartmental committee reported ten years ago. The Ministry was now operating fourteen industrial rehabilitation units with a total capacity of 1,500 places. An encouraging amount of co-operation was being built up between industrial rehabilitation units and hospitals, doctors, employers, welfare organisations and the social services.

New Productivity Campaign

THE British Productivity Council is launching an intensive campaign for greater efficiency and output in industry. Proposals, which include the setting up of local productivity committees in 105 industrial centres, were put to a conference representing employers, trade unions, and interested organisations, addressed by the Chancellor of the Exchequer.

Mr. Butler said we must earn the standard of living we wished to enjoy by creating a productive system which could provide it without swelling the cost of our goods until they ceased to be competitive. That was the significance of higher productivity. The big task was the wider spreading of British "know-how," which, at its best, was as good as the best anywhere.

Sir Norman Kipping, director-general, Federation of British Industries, said it was proposed to form a "circuit scheme" into which industries would be invited to enter teams of six, representing equally management, technicians and workshop staff. The teams would be arranged in geographical groups and would exchange visits.

Better Supervisor Training

THE Ministry of Labour is consulting the British Employers' Confederation, the Federation of British Industries, the Trades Union Congress and the various voluntary organisations concerned on how to make further progress in the training of supervisors.

This was stated at Oxford by Harold Watkinson, M.P., Parliamentary Secretary to the Ministry, when opening a conference on "Training for Better Human Relations in Industry," held jointly by the British Association for Commercial and Industrial Education and the Institute of Personnel Management.

Mr. Watkinson said that it not only makes sense to say that you *can* train people for better human relations; in his view it was essential that this should be done—that industry should think deliberately about such training just as it trained for the technical field.

STEELWORKER OF THE FUTURE

An apprentice learns "what goes into the blast furnace" in the film of that name made by the British Iron and Steel Federation. Two more films, "What Comes Out of the Blast Furnace" and "Making Iron," have also been made for training new employees in the industry.

Office Work and Pay

ABOUT 46 per cent of firms pay overtime, either to all their staff or to those with less than a certain salary, and 57 per cent provide free meals during overtime. These facts have been revealed by a survey of 323 firms, employing 108,547 clerical staff, which has been undertaken by the Office Management Association.

The majority of firms, 241, fix salary scales without reference to any staff organisations; forty-four agree minimum rates with trade unions; eighteen with staff associations; and twenty with staff joint committees. Only twenty firms have payment-by-results schemes, and only seventeen pay a good-time-keeping bonus.

Promotion is usually determined by merit, though recognised professional qualifications are important. About 43 per cent of firms have a job-grading system, and 24 per cent a merit-rating system.

Most common hours of work are from 37½ to 40 hours a week, and two-thirds of the firms interviewed operate a five-day week. About 60 per cent allow an hour for lunch, 20 per cent an hour-and-a-quarter, and 20 per cent 45 minutes. Again, about 60 per cent have set tea breaks morning and afternoon, but the remaining 40 per cent usually have tea served at the desks.

Women in Management

TO meet the request of a number of companies, the Institute of Industrial Supervisors is arranging a week-end residential course especially for women supervisors at Dillington House, near Taunton, Somerset, from May 8 to May 10.

Wages News

CIVIL SERVANTS—Professional Civil Servants in the experimental officer class are to receive salary increases ranging from £20 to £120 a year according to grade.

SHOP WORKERS—Delegates to the annual meeting of the Union of Shop, Distributive and Allied Workers, held at Scarborough last month, supported an application for a new wage claim, the amount of which would be decided upon after the presentation of the Budget.

BANK EMPLOYEES—The National Union of Bank Employees is to submit a claim for a cash payment of 10 per cent of annual salary, wages or pensions for the current half-year. The claim is based on a rise of 39 points in the index of retail prices since June, 1947. Previous payments amounting to 17 per cent were consolidated at the end of last year.

AGRICULTURAL WORKERS—Notice of a claim for a substantial increase in minimum wage rates has been given to the Agricultural Wages Board by the National Union of Agricultural Workers.

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New Canteens No. 3

This Canteen is a Showpiece

The staff canteen, on the first floor, is adjacent to the bar and recreation room.

By ERIC PALMER

Eight hundred dinners and more than 2,000 subsidiary meals are served daily in the British Electricity Authority's new canteen at Battersea Power Station, London. Both staff and manual workers are catered for, and the management have gone all out to provide them with clean, efficient and comfortable quarters.

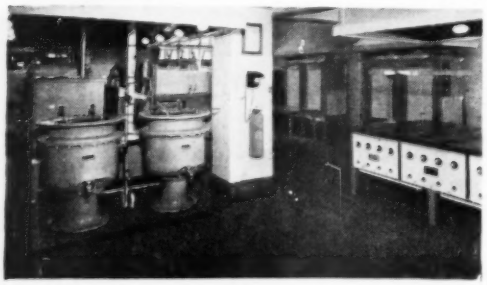
AS the result of careful planning, a newly erected canteen and kitchen which adjoins the British Electricity Authority's Battersea generating station, London, provides a combination of cleanliness, comfort and efficiency to ensure that the many workers supplied with meals are dealt with in accordance with a set shift timetable. The new canteen is considered by the authority to be a showpiece among all other stations, and is exhibited with pride to the many visitors to the generating station from all parts of the world.

This two-storey building accommodates a kitchen and workmen's canteen on the ground level, with staff canteen, bar and recreation room on the upper floor.

The workers' canteen has a seating capacity of 350, and is equipped at one end (near kitchen area) with a 2 ft. 6 in. wide U-shaped service counter running to a length of 41 ft. 6 in. This counter has a stainless steel top with Warerite faced front, and comprises two steam-heated "hot" sections (7 ft. and 11 ft. long, respectively), also unheated and tea making sections, the latter having a steam-heated, under-counter, pressure type bulk boiler for urn filling, etc. Workers sit in comfort at 6 ft. by 2 ft. Formica-topped tables, set out in three long rows and spaced to give ample room for the easy flow of employees, who queue at the service counter during meal times.

The staff canteen on the upper floor, also equipped with Formica-topped tables in pastel pink and blue, strikes a bright note with its numerous windows permitting adequate natural daylight and fresh air. Two lift service hatches at one end ensure the quick delivery of all meals from the kitchen below, and these are promptly handled by an efficient team of waitresses.

Decorated in cream, the kitchen has white glazed tiled walls to a height of 6 ft., with the trunking, hoods and piping painted to match. The floor is of red quarry tiles. Bulkhead illuminations have been installed under the hoods.



Kitchen equipment uses heating media readily available at a power station—electricity and steam. Two 30-gall. steam jacketed boiling pans (l.) and part of the 6-unit electric boiling table (r.) are shown here.

(Photo. courtesy of James Slater & Co. (Engineers) Ltd.)

The plentiful supply of electricity and steam, readily available from the adjacent power station, led the designers to select these as the best heat media for cooking. Electricity is used for roasting, baking, frying, grilling and hot plate boiling; and steam for the boiling pans, steam ovens, hot closets, dish-washing equipment and tea-making apparatus.

Budgeting for this task of feeding the power station's personnel is in the hands of Mrs. W. J. White, canteen manageress. How well she does her job can be judged from the fact that, despite the low charge made for meals, ten per cent of the canteen staff's wages and all cleaning bills are paid out of the proceeds, with a balance of £70 to £80 per month to be automatically credited to the undertaking's annual Christmas dinner and party fund.

Main mid-day meal in the workmens' canteen is served in two sessions (11.45 a.m. to 1 p.m., and 1.15 p.m. to 2.15 p.m.), and offers alternative choice of meat with two vegetables for main course, and sweet, costing 1s. 1d., extra being charged for soup (2d.) and tea (1½d. for half pint). A comprehensive charge of 1s. 8d. in the staff canteen provides soup, dinner, sweet and cup of coffee.

Examples of prices charged for subsidiary meals are (at breakfast time, 8.45 a.m.), ham sandwich, 6d., bacon sandwich, 5d., cheese roll 2d., and meat roll, 2½d.; at tea-time (3 to 4 p.m.) cake 1½d., bread, jam and margarine, 2 slices 1½d.; and (supper time 6.30 to 7 p.m.) sausage and chips, or egg and chips, 10d. For those who do not drink tea, milk at all meals costs 1½d. per glass.

Eight-hundred dinners and over

(Continued on page 514.)

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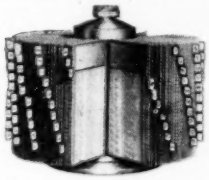

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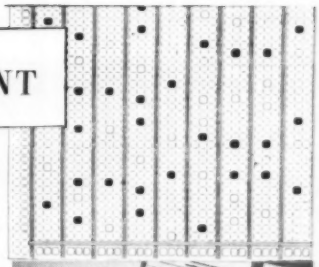

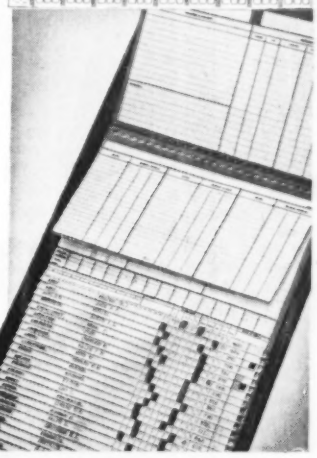

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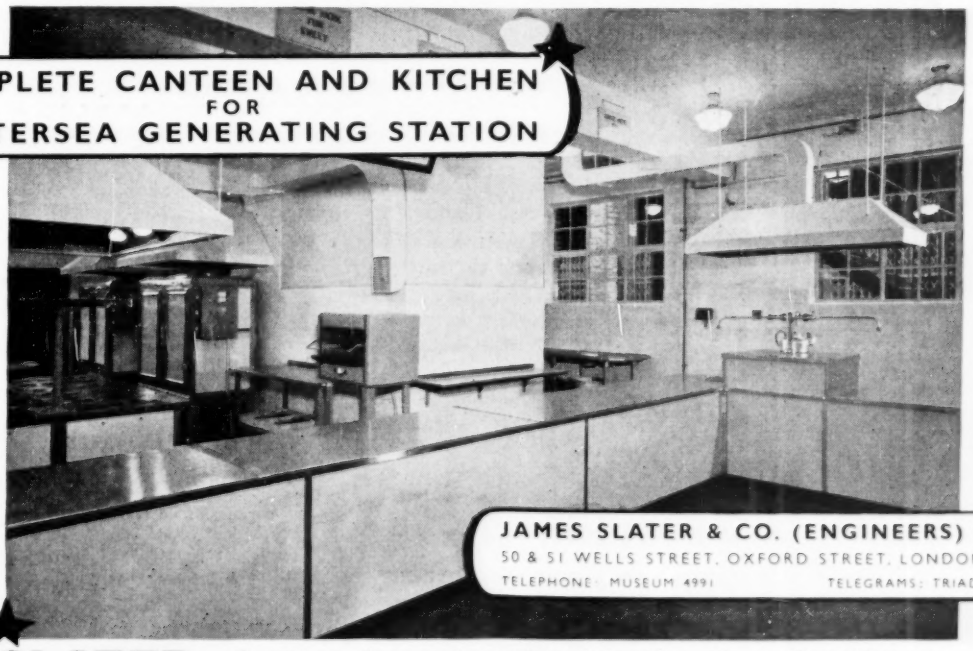

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Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph or the firm's name. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

SAFETY ON SHOW

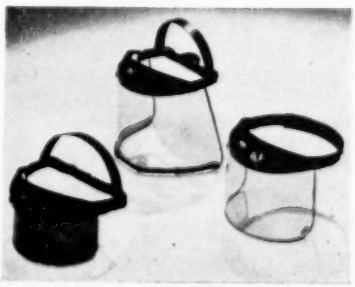
BACK again under one roof after being located in two hotels for the past few years, the annual exhibition of industrial safety appliances organised by the Royal Society for the Prevention of Accidents (Industrial Safety Division) will be held in the Grand Hall, Huntriss Row, Scarborough, from May 29-31.

This year 43 exhibitors will be showing products ranging from protective goggles to machinery guards, from quarrymen's clogs to non-slip duckboards. The exhibition is well worth a visit from anyone concerned with any aspect of accident prevention and the safeguarding of health in the factory, on the building site, and so on.

In this short preview, certain of the products which will be displayed are briefly described. A further selection will be reviewed in our July issue, which will also contain a report of the national industrial safety conference, to be run, as usual, concurrently with the exhibition.

Safeguarding Eyes

THREE of the most recent models of Pulsafe face shields will be displayed by *Safety Products Ltd.*, on their stand at Scarborough. Manufactured in Perspex and Celastoid, these face shields come in three types of headbands, complete with a multi-range of thicknesses and depths of vizors giving protection against the vast number of hazards met with in modern industry. Two types of green vizors are available for metallising, spot welding and glare. These shields are designed for safety with comfort, and spare parts are easily fitted without the aid of tools. A limited range of other safety devices will be shown.



Ankle Safety Boot

FOR use in factories, dock work, constructional projects, engineering, and so on, the British Standards Institution have accepted Dunlop's new all-rubber safety boot, said to be the first rubber boot to pass their Grade A.1 test. This will be shown on the stand of the *Dunlop Rubber Co. Ltd.*

To pass the above test there must be a clearance of at least ¾ in. between insole and toe when a weight with an impact of 150 ft. lb. is dropped upon it, a measurement which is accepted as enough to prevent the crushing of the toes. The toe-cap is strengthened with a properly tempered 0.8 per cent. carbon steel.

All-purpose Barrier Cream

ALEXANDER DUCKHAM AND CO. LTD., are showing among their other creams a new non-greasy barrier cream. Its main appeal is to the smaller factory or works where processes demand protection against aqueous, as well as oily and dry materials and where consumption does not justify ordering two different types of barrier cream.

Non-Slip Duckboards

NON-SLIP mats or duckboards will be displayed by *Tyre Products Ltd.* Claimed to relieve industrial fatigue and have a long life, these mats can be manufactured to almost any shape and size and also be made to fit monkey-walks around machines. They are also said to be resistant to cutting oil and the like, and of course, keep the soles of operators dry. The mats can be supplied in six colours.

Protective Clogs

BRIGGS INDUSTRIAL FOOTWEAR LTD., will have on show their usual range of safety footwear for men and women. Included in this range is footwear for overmen, colliers, quarrymen, moulders and surfacemen. Also available are "Antax" safety clogs provided with the usual internal steel toecaps plus irons on soles and heels. A guarantee covers all types of safety shoes, all of which conform with the latest British Standard Specification.

Free Works Posters

ANOTHER protective cream—Sternocleanse—is being exhibited by *Sternol Ltd.* To help employers combat industrial dermatitis, Sternol Ltd. provide a free works poster service

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for Sternocleanse users, together with miniature poster-stamps to be attached to worker's wage-packets. A Sternol anti-dermatitis film (taking 10 minutes) is also lent to factories wishing to impress upon their workers the importance of dermatitis protection.

Lens Polisher

A CLEANER and polisher for spectacles, goggles, face-shields, windscreens and mica is being shown by the *Furmoto Chemical Co. Ltd.*, among other products. This optical cleaner—Specktakleer—is said to counteract the effects of smoke, steam, fog and rain; to contain no oil or grease; to give a very high polish and thoroughly clean the surface during its application; and to last in most cases a week or two. Other exhibits will include a non-slip floor cream and a universal cleaner.

Long-Life Matting

A FIBRED rubber matting, which will be exhibited by *Nuway Manufacturing Co. Ltd.*, is guaranteed for fifteen years, but is said to last a lifetime. This industrial matting can be used in engineering shops, on loading ramps, in works canteens, engine test laboratories and other similar places, due to its non-slip quality.

Crapo-galvanised wire, on which the rubber links are woven, is used for most ordinary purposes, but for more specific duties and where chemical attack is to be expected, the binding wires may be of cadmium copper, aluminium alloy or other special alloys. The links embodied in Nuway matting are of patent "square-cut" or serrated design to increase comfort and non-slip properties and to allow water to drain away.

Head Protection

EXAMPLES of their Texolex safety helmets manufactured to comply with the standards of tests as laid down by the different countries of the world will be presented by *Malcolm Campbell (Plastics) Ltd.* Models of light and heavy industrial helmets, with peaks or wide brims, will be shown. All the industrial models are supplied with a head cradle, non-adjustable headband, and retention cord, and some have a non-ferrous wire mesh reinforcement in the crown of the helmet. The Texolex helmet is said to be impervious to water and oil. One or two coloured industrial helmets, with chinstraps and winter linings, will be shown at Scarborough.

Gloves, Aprons and Boots

THE above will be exhibited by *H. G. Bennett and Co. (Gloves) Ltd.*, who say that in addition to standard types they can supply many others to customers' designs made

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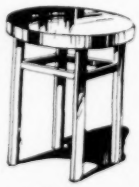

22" circular moulded Plastic Top Table in various colours, 29½" high, walnut or light oak colour frames ... **£4 6s. 0d.**
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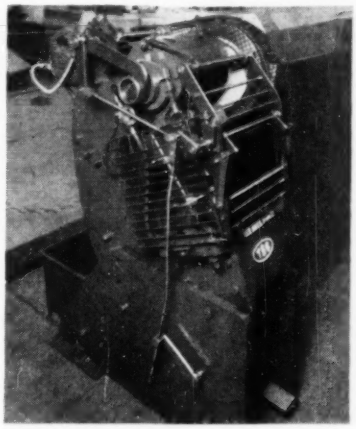
necessary by intricate modern processes. The gloves can be supplied in leather, rubber, fabric, plastics and asbestos. The footwear includes lined safety boot, lined knee boot, moulded knee boot, acid-resisting lined knee and lined ankle boot, all in rubber. The aprons can be supplied in the same materials as the gloves, plus oilskin.

Safety at Hand

DISPLAYED by *Beryllium and Copper Alloys Ltd.* will be their Telcon Bronze (beryllium copper) safety tools—said to be non-sparking, non-magnetic and non-corrodible. Included in their range are different types of hammers, caulking tools, picks, pliers, knives, deck scrapers, shovels, spanners and wrenches. Tool kits can be made up to customers' requirements.

Press Guard

J. P. UDAL will exhibit their Fastrip Type 2 press guard, complete with arrester mechanism (as shown in the illustration). A depression of the pedal mechanically closes guard through connecting rods. The last fractional pedal movement trips an air valve in unit, and air is fed to cylinder which engages clutch. Interlock guard swings clear for strip work, etc. (with fixed guarding) without adjustment to clutch control. These



people say that they can now successfully arrest presses up to 100-ton capacity geared.

New Safety Footwear

ANOTHER safety shoe manufacturer —*Allen and Caswell Ltd.*—will be exhibiting a wide range of safety footwear. Three new styles have been produced—a despatch riding boot with steel toe, a full brogue shoe and a moulder's boot, made to comply with Government regulations. A safety boot for miners with an outside steel cap will be among this firm's exhibits, the design being produced in collaboration with the National Coal Board Consultative Committee. This boot can be supplied without outside metal caps.

Wire Machine Guards

THE main exhibits on the stand of *Procter Bros. (Wireworks) Ltd.* will be their wire machinery guards ranging from guards for vertical belt drives to total enclosure guards. These people are willing to send to any part of the country to advise and take particulars for machinery guards; every guard is designed to fit individual machines.

Welder's Goggle

THE HADLEY CO. LTD. intend to exhibit, among other products, a cup type goggle that can be glazed with any of the British Standard range of welding filters. It is comparatively light in weight and the contour of the eye cups is moulded to conform to the contours of the face. The goggles are ventilated by interior louvres. The lenses are retained by a

Put your finger on the man you want...

with a timely advertisement in the classified columns of the DAILY HERALD. Employers all over the country use this medium for finding *skilled* replacements for every trade and craft. Why? Because of the 5,400,000 readers of this newspaper MORE THAN HALF are skilled workers. The following are typical DAILY HERALD reader groups:—

Manufacturing and Industry	**1,060,000**	**Mining and Quarrying**	**280,000**
Building and Engineering	**580,000**	**Transport and Communications**	**270,000**
Commerce, Finance & Professions	**390,000**	**Distributive Trades**	**250,000**

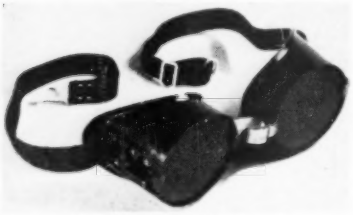
The swiftest and most economical way to secure new skilled staff is to advertise for them in the classified advertisement columns of the

DAILY HERALD

Rate 15/- per line. Communications should be addressed to Classified Advertisement Manager, Daily Herald, Acre House, Long Acre, London, W.C.2. Temple Bar 1200, Extension 454 and 466

clip fastening which allows for the cleaning of both the cover glass and the filter, or replacements of both.

This company propose to emphasise in their exhibit the importance of



getting the right type of lenses and frame, which is of a comfortable fit. Their goggles come in two or three sizes according to design.

Safety at the Press

PRESS GUARDS LTD. intend to feature their newly-developed guard for press brakes. This is an automatic guard and it conforms to the new recommendations laid down by H.M. Factory Department. An intensified brake which can be fitted to any power press, and will stop the press in the event of an uncovenanted stroke under power, may also be shown.

End of Preview.

WELFARE

Coronation Sign

A MORE permanent emblem than most Coronation fittings is this illuminated sign. Portable and made in two sizes (12 in. and 24 in.), these signs are constructed in sheet metal finished dark bronze. They can be obtained in two patterns, pendant or standing. They are fitted with tube-holders, flex and 60 w. strip-lights. They are adaptable to normal and commercial use by replacement of the

Perspex envelope, which can carry exit and entry signs, safety slogans, etc.

(PM/628.)

CANTEEN

Handy Can-opener

AS can be seen from the illustration, this can-opener is wall-fixing, and

when not in use can be folded back against the wall. The opener is said to cut every standard rim tin including round, square, oval, oblong and those sardine tins that used to have keys. A year's guarantee is given to each buyer, and all the parts are replaceable. Heavily plated, the opener can be washed as often as desired, and is easily removed from the bracket. The cutting wheel is of hardened steel.

(PM/629.)

A Lucky Escape

A girl in a Nottingham printing works had her dress completely ripped off when it caught in a revolving spindle while she leaned over to oil her machine. The girl was uninjured, but suffered from nervous shock and had nightmares almost nightly, in which she felt she was being dragged down to the spindle.

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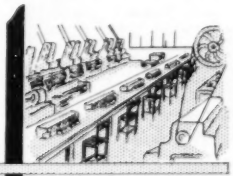
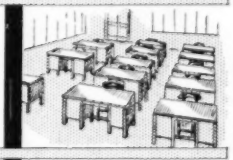
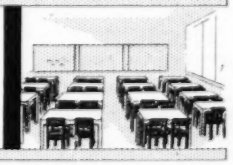


OFFICE: DESKS, TABLES, CHAIRS, CUPBOARDS, STEEL FURNITURE, HAND-MADE EXECUTIVE FURNITURE. From our standard range or made to specification.



CANTEEN: TABLES with POLISHED "WARERITE" or "FORMICA" TOPS; CHAIRS, CUPBOARDS, ETC. From our standard range or made to specification.



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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 297. The Ready-made and Wholesale Bespoke Tailoring Wages Council (Great Britain) Wages Regulation Order, 1953. Dated February 25, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act 1945(a). *H.M.S.O.* 6*d*. (Revokes Order R.M.(54) and fixes new statutory minimum remuneration payable. Operative from March 16, 1953.)

No. 298. The Wholesale Mantle and Costume Wages Council (Great Britain) Wages Regulation Order, 1953. Dated February 26, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 6*d*. (Revokes Order W.M.(48) and fixes new statutory minimum remuneration payable. Operative from March 16, 1953.)

No. 306. The Shirtmaking Wages Council (Great Britain) Wages Regulation Order, 1953. Dated February 27, 1953, made by the Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Revokes Order S.(39) and fixes new statutory minimum remuneration payable. Operative from March 18, 1953.)

No. 316. The Sack and Bag Wages Council (Great Britain) Wages Regulation Order, 1953. Dated March 2, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Revokes Orders S.B.(33) and S.B.(35) and fixes new statutory minimum remuneration payable. Operative from March 18, 1953.)

No. 349. The Rubber Reclamation Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1953. Dated March 4, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Revokes Orders R.R.(20) and R.R.(27), and fixes holidays allowed and holiday remuneration payable. Operative from March 20, 1953.)

No. 352. The National Assistance (Determination of Need) (Savings Bank) Regulations, 1953. Dated March 4, 1953, made by the Lords Commissioners of Her Majesty's Treasury under sub-para. (2) (d), para. 7 and 9, Second Schedule, National Assistance Act, 1948(a). *H.M.S.O.* 2*d*. (Provides for the disregard of certain War Savings when computing the resources of applicants for national assistance. Operative from March 9, 1953.)

No. 361. The Hat, Cap and Millinery Wages Council (Scotland) Wages Regulation Order, 1953. Dated March 6, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945. *H.M.S.O.* 6*d*. (Revokes Orders H.M.S.(32), H.M.S.(36) and H.M.S.(39), and fixes new statutory minimum remuneration payable. Operative from March 23, 1953.)

No. 372. The Hat, Cap and Millinery Wages Council (England and Wales) Wages Regulation Order, 1953. Dated March 9, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Revokes Orders H.M.(38) and H.M.(42) and fixes new statutory minimum remuneration payable. Operative from March 25, 1953.)

No. 376. The Hollow-ware Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated March 10, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Revokes Order H.(58) and amends Order H.(56) by increasing statutory minimum remuneration payable. Operative from March 25, 1953.)

No. 395. The National Insurance and Industrial Injuries (Reciprocal Agreement with the Republic of Ireland) Order, 1953. Dated March 11, 1953, made by the Queen's Most Excellent Majesty in Council under Section 64, National Insurance Act, 1946(a), Section 85, National Insurance (Industrial Injuries) Act, 1946(b). *H.M.S.O.* 6*d*. (Gives effect in Great Britain to the agreement relating to insurance and workmen's compensation between Great Britain and the Republic of Ireland. Operative from March 16, 1953.)

No. 446. The Fire Services (Pensionable Employment) (Scotland) Regulations, 1953. Dated March 12, 1953, made by the Principal Secretary of State for Scotland under Section 28, Fire Services Act, 1947(a). *H.M.S.O.* 3*d*. (Provide that pensionable service of a fire brigade member be reckoned for pension purposes in the event of his transfer to other pensionable employment with a local authority. Operative from March 18, 1953.)

No. 447. The National Insurance (Modification of Local Government Superannuation Schemes) (Scotland) (Amendment) Regulations, 1953. Dated March 12, 1953, made by Principal Secretary of State for Scotland under sub-section (4), Section 69, National Insurance Act, 1946(a). *H.M.S.O.* 2*d*. (Amends the 1947 Regulations and provides that people who transfer from the fire service to other pensionable local government service, in which their service as firemen is reckoned for superannuation, should retain the benefit of any options they may have exercised in relation to the modification of their rights under the Firemen's Pension Scheme in consequence of the benefits provided by the National Insurance Act. Operative from March 18, 1953.)

No. 448 (S.42). The Superannuation (Fire Brigade and Other Local Government Service) (Scotland) Interchange Rules, 1953. Dated March 12, 1953, made by the Principal Secretary of State for Scotland, under Sections 2 and 15, Superannuation (Miscellaneous Provisions) Act, 1948(a). *H.M.S.O.* 4*d*. (Provide that pensionable service as a member of the fire service shall be reckoned for pension purposes where a member transfers to other pensionable employment with a local authority. Operative from March 18, 1953.)

451. The Dressmaking and Women's Light Clothing Wages Council (England and Wales) Wages Regulation Order, 1953. Dated March 17, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 6*d*. (Revokes Orders W.D. (51) and W.D.(55) and fixes new statutory minimum remuneration payable. Operative from April 1, 1953.)

No. 468. The Flax and Hemp Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1953. Dated March 19, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Fixes holidays allowed and holiday remuneration payable. Also amends Order F.H.(66), as amended by Order F.H.(72), by altering the definition of "customary holiday." Operative from April 8, 1953.)

No. 485. The Stamped or Pressed Metal-wares Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated March 20, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Amends Order Q.(70) as amended by Order Q.(72) by increasing statutory minimum remuneration payable. Order Q.(72) is revoked. Operative from April 8, 1953.)

No. 501. The Retail Bespoke Tailoring Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1953. Dated March 22, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order R.B. (36), as amended by Order R.B.(38), by increasing statutory minimum remuneration payable. Order R.B.(38) is revoked. Operative from April 13, 1953.)

No. 502. The Rope, Twine and Net Wages Council (Great Britain) Wages Regulation Order, 1953. Dated March 23, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 9*d*. (Revokes Order R.(102) and fixes new statutory minimum remuneration payable. Operative from April 13, 1953.)

No. 503. The Wages Council (Retail Bread and Flour Confectionery Trade, England and Wales) Order, 1953. Dated March 23, 1953, made by Minister of Labour and National Service under Sections 4 and 5, Wages Councils Act, 1945. *H.M.S.O.* 2*d*. (Establishes a Wages Council for the Retail Bread and Flour Confectionery Trade in England and Wales. Operative from April 9, 1953.)

No. 504. The Wages Council (Retail Bread and Flour Confectionery Trade (Scotland)) Order, 1953. Dated March 23, 1953, made by Minister of Labour and National Service under Sections 4 and 5, Wages Councils Act, 1945(a). *H.M.S.O.* 2*d*. (Establishes a Wages Council for the Retail Bread and Flour Confectionery Trade in Scotland. Operative from April 9, 1953.)

No. 528. The Made-up Textiles Wages Council (Great Britain) Wages Regulation Order, 1953. Dated March 24, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Revokes Order M.T.(34) and fixes new statutory minimum remuneration payable. Operative from April 15, 1953.)

GENERAL

Annual Report of the Chief Inspector of Factories, 1951. Issued by the Ministry of Labour and National Service, Factory Department, March, 1953. Cmd. 8772. *H.M.S.O.* 6s. 6*d*. (See also page 501.)

Industrial Relations Handbook. Issued by the Ministry of Labour and National Service, March 1953. (Revised edition.) *H.M.S.O.* 4s. 6*d*.

Safety in the Use of Power Presses. Second report of the proceedings of the Standing Joint Committee. Issued by the Ministry of Labour and National Service, Factory Department, March, 1953. *H.M.S.O.* 1s. (See also page 502.)

Manual of Nutrition. Issued by the Ministry of Food, March, 1953. *H.M.S.O.* 2s. (Revised edition.) Book of instruction for catering staff in principles of nutrition for application to meal planning.

Economic Survey for 1953. Presented by the Chancellor of the Exchequer, March, 1953. Cmd. 8800. *H.M.S.O.* 1s. 6*d*.

INDUSTRIAL COURT AWARDS

No. 2435. Entertainment Industry. Reference: Claim for revision of terms and conditions of employment of musicians employed by the B.B.C. Award: (a) Minimum salary rates of musicians employed by standing orchestras to be increased by £2 a week in respect of full-time orchestras, and £1 5s. for part-time orchestras; (b) Hours of work to be reduced from 144 to 132 per four-weekly period; (c) the court found against the union's claim that these musicians should be engaged for sound broadcasting only. (27/2/53.)

No. 2436. Agriculture. Reference: Claim for increase in salary scales of 10 per cent on first £500 p.a., 5 per cent on second £500, 2½ per cent on the third £500, and £100 on all remaining remuneration in excess of £1,500 p.a., for non-industrial staff employed by the Land Settlement Association Ltd. Award: In favour of claim. (3/3/53.)

No. 2437. Fishing Industry. Reference: Dispute concerning terms and conditions of employment of officers employed on fishing vessels. Award: Weekly rates of radio operators to be increased by 10s. 6d.; increase of 2s. 6d. in allowance for cost of transfer of operator's personal effects to and from ship; subsistence allowance of 10s. a day when standing by or on duty at a port away from his home; sick leave entitlement increased from two weeks to four weeks. (9/3/53.)

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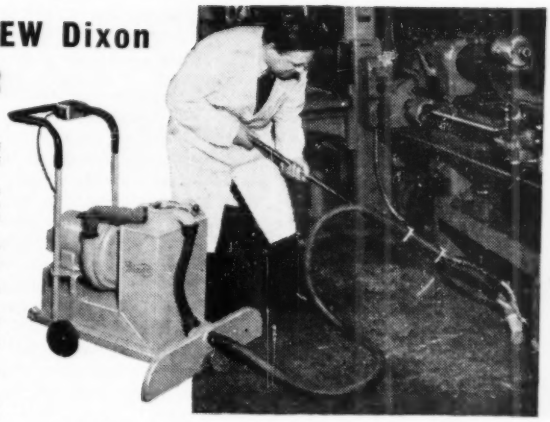

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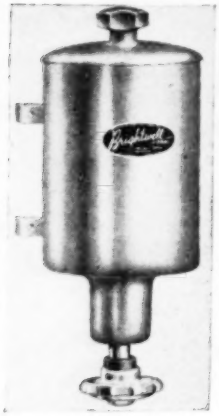

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STARTING A STAFF PENSIONS SCHEME

Continued from page 489

the employer's contributions may then be treated as a business expense. The employee's contributions are either treated as an expense—that is, they are deducted from his gross income for tax purposes—or they are eligible for the income tax allowance applicable to life asurance premiums; it depends on the nature of the scheme.

What does a life assurance company pension scheme cost an employer? The employer pays the difference between the employees' contributions and the total cost of the scheme. This total cost will obviously depend on the average age of the staff, the average wage and salary drawn, and the precise benefits which have been incorporated in the scheme. The employer's contribution will vary from year to year if there are many staff or wage changes.

Most of the life assurance companies have now quite an extensive experience of setting up staff pension schemes. Any of them will be delighted to draft a plan to provide just the benefits that an employer wants, and to quote the cost; this part of the service will cost the employer nothing, even if he decided not to proceed with the plan. It is not practicable to give a general idea of costs in relation to benefits, but very useful pensions can be provided at an expenditure of some 5 per cent of the total wage bill.

THIS CANTEEN IS A SHOWPIECE

Continued from page 504

2,000 subsidiary meals are served daily.

Counter staff and waitresses receive a wage of 2s. 3d. per hour, and cooks 2s. 5d. per hour for a 44-hour week.

Amenities for the canteen staff include a well appointed bathroom (members bring their own towels), and frequent washing of hands is enforced, a tablet of toilet soap and two hand towels being provided every week. Counter hands and waitresses are supplied with four clean overalls, caps and aprons each week, and cooks receive a clean overall daily.

Management Diary for May

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION

May
11-15 **London,** Management House, 8 Hill Street, W.1. "Running a Meeting." (Instructors' course.)
14 **Nottingham** (Evening). "Training for Production." W. M. Larke.
18-20 **London,** Management House, 8 Hill Street, W.1. "Running a Meeting." (Senior management course.)
29-31 **Leamington,** Ashorne Hill. "Learning from Overseas." (Speakers on industrial education from Holland, Germany, France, Switzerland, etc.)
29-31 **Buxton.** "Communicating Information." (Course for supervisors.)

BURTON MANOR

10-22 **Burton in Wirral.** "Supervisory Management."
26-29 **Burton in Wirral.** "The Employment of the Older Worker."

INDUSTRIAL WELFARE SOCIETY

1-4 **Perthshire,** Dunblane Hydro Hotel. "Working With People." (Conference for foremen and forewomen.)
5 **Newcastle.** Foremanship course.
5 **Belfast.** Canteens meeting.
7 **Dublin.** Canteens meeting.
8-11 **Clacton,** Oulton Hall. "Making the Most of the Industrial Club." (Conference for members of Social and Sports Clubs.)
14 **London,** 48 Bryanston Square, W.1. Canteens meeting.

INSTITUTE OF INDUSTRIAL SUPERVISORS

5 **Dudley,** Newey Bros. Ltd. 7.30 p.m. "Foremen's Forum."
7 **Glasgow,** The Engineering Centre. 7.30 p.m. "The Evolution of the Supervisor." F. de P. Hanika.
7 **West Bromwich,** Sandwell Hotel. 7.45 p.m. "Safety and Supervision." E. H. Hudson.
14 **London,** The Polytechnic, Regent Street, W.1. 7.30 p.m. Industrial Film Show.
14 **London,** The Polytechnic, Woolwich, S.E. 7.30 p.m. "The Foreman and the Factories Act." F. O. Townsend, H.M.I.

INSTITUTE OF PERSONNEL MANAGEMENT

8-10 **Eastbourne.** "Salaries and Incentives." (Annual Conference of Staff Management Association.)
10-15 **Droitwich.** "Education and Training."
16-17 **Bournemouth.** South Coast Branch Conference.
20 **London.** Shell Mex House, Strand, W.C.2. 7 p.m. "The Fullest Employment in Europe." H. L. Bojer (Norwegian Labour Attaché.)
21 **Wolverhampton.** James Beattie Ltd. 6.30 p.m. "Industrial Efficiency." L. Farrer.

INSTITUTE OF BRITISH LAUNDERERS

11-15 **Brighton,** Bedford Hotel. National Laundry Congress.

INSTITUTION OF PRODUCTION ENGINEERS

15 **Stoke-on-Trent,** North Staffordshire Technical College. 7.30 p.m. "Education for Industrial Management." Prof. T. U. Matthew.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

4-8 **London.** Course for Managers. (Pt. I).
5-6 **London.** Course for Supervisors.
11-15 **London.** Course in Selection Methods (III).
18-19 **Manchester.** Course for Supervisors.
20-21 **Manchester.** Conference on Staff Assessment Procedures.
27-28 **Birmingham.** Conference on Staff Assessment Procedures.
29 **Nottingham.** Conference on Selection Methods.

PENDLEY MANOR

11-16 **Tring.** Foreman's course.

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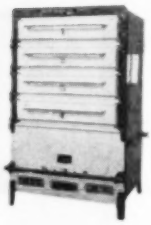

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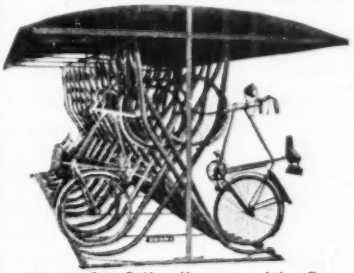

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